

city of
Columbia
May 18, 2018

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*Images 1, 3, 6, 8, 14 and 16 courtesy of Columbia Police Department
Images 9 and 11 courtesy of KMIZ-TV, Columbia, Mo.*



CITY OF COLUMBIA, MISSOURI

COMMUNITY RELATIONS DEPARTMENT – 701 E. BROADWAY – COLUMBIA, MO 65201

May 18, 2018

MEMORANDUM FOR CITY MANAGER MIKE MATTHES

FROM: Toni Messina, Civic Relations Officer

SUBJECT: State of the COU Report

In the interest of reviewing the work of the Columbia Police Department's Community Outreach Unit, and to support its future planning and decision-making, I offer this second friendly "State of the COU" analysis. It differs from last year's report in both content and intention.

As you develop your proposed plan for comprehensive community oriented policing, it will be helpful for you to recognize:

- Our local historical context, including the creation of the Columbia Police Department's Community Outreach Unit (COU);
- The COU's performance as aligned with the Unit's mission and goals;
- Crime trends in the strategic Central, East and North neighborhoods; and
- Changes in citizen perceptions associated with public safety.

This record is offered to demonstrate accountability for how COU resources have been deployed and to acknowledge that a firm foundation for community oriented policing already exists. In my view, the Unit has woven a stronger community fabric, and the City can build on this success. Things are better because of the COU's work.

The tables on page 2 tell this story in its simplest form. Crime is down in most categories city-wide but more noticeably in the Central, East and North neighborhoods. Citizen perceptions of key strategic performance measures (public safety and ability to thrive) exceed our goals in the Central and East neighborhoods. Those two areas also show more improvement in other measures relating to neighborhood safety.

Thank you for allowing me to work closely with CPD and COU leaders and officers. It has been a rejuvenating experience that I hope to continue. I look forward to discussing this report with you.

Changes in Crime Data and Citizen Perceptions in the City and Strategic Neighborhoods

Better	Worse	No Change
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Changes in Calls, Reports and Crime Rates from 2015 – 2016 to 2017 – 2018

	City	Central	East	North
Calls for service				
Reports				
Shots Fired/Heard Calls				
Criminal Homicide				
Forcible Rape				
Robbery				
Aggravated Assault				
Burglary				
Larceny Theft				
Motor Vehicle Theft				

Table reflects any change for the better (fewer calls, reports or incidents) or worse (more calls, reports or incidents) regardless of amount.

Changes in Citizen Perception from 2015 – 2017

	City	Central	East	North
Feeling of safety				
Police service quality				
Ability to thrive				

Table reflects any change for the better (greater satisfaction or agreement) or worse (less satisfaction or agreement) regardless of amount.

Neighborhood Improved between 2016 – 2017

	City	Central	East	North
Public safety services				
Safe walking - day				
Safe walking - night				
Might hear gunshots				
Might be property crime victim				
Might be violent crime victim				
Was a crime victim				
Police crime prevention				
Police response time				
Residential property maintenance				
Residential code enforcement				
Trash and litter clean-up				

Table reflects any change for the better (greater satisfaction, lower likelihood) or worse (less satisfaction, greater likelihood) regardless of amount.

State of the COU – May 18, 2018
A Stronger Community Fabric...One Stitch at a Time

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Introduction

For more than two years, it's been my pleasure and honor to support the leaders and officers of the Columbia Police Department's Community Outreach Unit (COU). This alliance came to me through my membership on the City's strategic planning team for Social Equity. Also known as "The Equalizers," our team includes members from 14 City departments and offices (including the COU), each with resources needed to help families thrive where they live. Because of this wide scope, it's fair to say that the thing that sets The Equalizers apart is the people it brings together.

In my opinion, that phrase also captures the essence of the COU's work and record of achievement. It's this record that I offer for the reader's consideration and, as our community discusses the type of policing suitable for Columbia, it is an especially timely release. *The State of the COU* is a friendly analysis based on information available to me. I acknowledge my strong bias and hope to demonstrate the following:

- Even with limited resources, the COU is a viable model of community policing in the Central, East and North strategic neighborhoods;
- The state of the COU continues to be excellent, and its work should continue; and
- The COU has laid a strong, moral foundation on which a more comprehensive community policing philosophy and practice can stand.

I consider the men and women of the Community Outreach Unit collaborators in this report, not just for their daily work and leadership but also for contributing content relating to Columbia's history of community oriented policing and to performance associated with COU goals and objectives. My sincere thanks to: Lt. Geoff Jones; Sgt. Mike Hestir; Officer Justin Anthony; former Officer Gamal Castille; Officer Andria Heese; Officer Tony Parker; Officer Maria Phelps; Officer Matthew Rodriguez; Officer Phillip Shull; Officer Justin Thomas; and to former Officer and recently promoted Sgt. Scott Lenger.

They would be the first to say, it's not all about them, that it's about the people and partners they bring together...a hallmark of community policing. It's the teachers and principals, neighbors, kids, businesses, churches, agencies and colleagues who care enough to ask questions, have a conversation and find common ground. It's everyone working the same loom to weave a strong community fabric.

Of course, none of this would have been possible without City Manager Mike Matthes' strategic vision to diminish disparities in our community and Police Chief Ken Burton's leadership to re-direct his department's resources in service of the greater good. Although not their intention, in many ways their decisions were life-changing for me.

History

Columbia has practiced some form of community oriented policing since at least the mid-1990s, when the federal Violent Crime Control and Law Enforcement Act made significant new funding available for local law enforcement officers and initiatives. The designation of "one community policing officer" led to units assigned to specific parts of the city and to special functions; to a comprehensive plan for "Columbia Oriented Policing," to geographic policing, and to the current Community Outreach Unit model.

Over all these years, a basic theme running through City budget documents is the intent to provide professional police services and community services in partnership with citizens. In my opinion, the COU currently practices community policing as defined below.

The placement of officers into neighborhoods where, as guardians, they form long-term relationships to open lines of communication and resolve community issues by incorporating citizen input, community partnerships and problem-oriented policing.

Performance Aligned with COU Mission and Goals

The COU mission is straightforward and ambitious: To open lines of communication with the community while rebuilding community partnerships and relationships. At the core of relationships is a sense of trust and connection, as described in the COU goals.

1. Listen and act upon the cares and concerns of the community.
2. Establish a network of community contacts.
3. Create an environment in which community members are comfortable to communicate with police.
4. Identify problem areas, people and situations within the community.
5. Identify areas in which police meet the needs of these communities and areas in which police do not meet the needs of these communities.
6. Responsibly enforce the law in these communities to build trust in those who call upon us.

Officers have developed relationships with hundreds of residents, churches, businesses, City organizations and school administrators. Officers have woven themselves into the fabric of the neighborhoods they serve while creating partnerships and a genuine understanding of the concerns facing the people who live, work, learn and play in these areas.

In my opinion, everyone associated with the COU navigates by the powerful North Star of mission and goals. Work is aligned with performance measures, and there is ample evidence of progress. Big ideas...and COU officers are big thinkers...are not discouraged, but COU leaders always test suggestions against the mission, goals and the organization's resource capacity. This is work for the long haul with a high return on investment.

Changes in Crime Rates

Because I am not a statistician, I look at data on its face and then seek further interpretation. But what I see happening in the strategic neighborhoods, as compared to the City as whole, is generally encouraging. More crime categories declined in the neighborhoods than in the city as a whole. In several instances, the percentage decreases were greater in the combined neighborhoods, although not equal in each neighborhood.

Calls and Reports

- Calls for service fell 10% city-wide and 6% for all three neighborhoods combined.
- Reports fell 4% city-wide and 22% for all three neighborhoods combined.
- Shots fired/heard calls fell 13% city-wide and 11% for all three neighborhoods combined.

Violent Crime

- Criminal homicides increased city-wide and in the Central and East neighborhoods. North has had no homicides since at least 2011 – 2012.
- Forcible rape jumped by 25% city-wide and declined 24% in the combined neighborhoods.
- City-wide, robbery fell 26% and aggravated assault, 24%. In the combined neighborhoods, robbery fell 47% and aggravated assault, 50%.

Property Crime

- Burglary fell 41% city-wide and 46% in the combined neighborhoods.
- Larceny theft increased 8% city-wide and 5% in combined neighborhoods, while motor vehicle theft grew 3% city wide and fell 16% in the neighborhoods.

In my opinion, crime in the combined neighborhoods is decreasing at a greater rate than the city as a whole because residents have continuing proximity to and trust in COU officers. There's a lot to be said for just being there and being accessible. Declines in calls for service and reports may indicate that timely contacts between officers and residents are catching problems before they rise to the level of calling 9-1-1. If true, then crime prevention is happening at the neighborhood level and is redirecting regular patrol officers to calls in other parts of Columbia.

Perception of Safety and Ability to Thrive

Is the work of the COU directly tied to citizen perceptions of safety and their ability to thrive? The connection, in my opinion, is not that simple. The City of Columbia collects public perceptions through its annual citizen satisfaction survey. Many questions are aligned with performance measures in the City's 2016 – 2019 strategic plan. Major, relevant measures for Public Safety and Social Equity include:

- Increasing citizen satisfaction with the overall quality of police services by six percent by 2019;
- Increasing citizens' perception of safety by six percent by 2019.; and
- Increasing the percentage of citizens who agree that Columbia is a place where they can thrive from 74% to 79% (a change of 5%) by the end of December 2018.

Although 2015 baseline satisfaction levels were different in the city as a whole and in each neighborhood, responses from Central and East exceed the percentage goals for all three measures. North residents are only marginally more satisfied with the overall quality of police services, are less satisfied with their overall feeling of safety and express less agreement that they can thrive in Columbia. City-wide satisfaction declined for all three measures.

The City also collects data on satisfaction with 12 other factors that contribute to feeling safe:

- Overall quality of public safety services (including fire service);
- Feeling of safety walking in neighborhoods during the day and at night;
- Likelihood of being a property or violent crime victim, and actual victimization;
- Satisfaction with police response time and crime prevention efforts; and
- Because these issues can contribute to disorder, satisfaction with property code enforcement and the presence of trash and litter.

Compared to 2016, Central residents reported more satisfaction with ten of the 12 measures, and East residents were more satisfied with six. North and city-wide residents almost mirrored each other, improving only in a lower sense of risk of being violent crime victims. Even with reduced crime, North residents report far more concerns with their safety.

In my opinion, this reveals uncertainty associated with surveys...even those based on random samples. A response reflects a person's own experience, that of friends and family, personal beliefs and other outside influences. One personal event can create ripple effects within a household and, as messages are communicated to others, throughout a neighborhood. This dissonance also may demonstrate a need for more effective communication to close the gap between perception and actual events.

Staying Vital and Viable

The thing that sets the Community Outreach Unit apart is the people...and resources...it brings together. In unity with other City departments and community partners, officers have coordinated services to address problems that traditionally have been met with a police response. Officers and residents know what to expect from each other. The result of these efforts, although still ongoing, has been the ability to address issues at their source. That is enlightened crime prevention.

To stay viable, to continue its success and to expand its model to other parts of Columbia, the COU could benefit from more back-office support and funding (public and private). It's an up-front investment that, over time, can be expected to reduce costs associated with crime, corrections and their after-effects.

I am happy to keep supporting the Unit's continued capacity to guard, protect and engage residents. COU leaders and officers are vital members of the neighborhoods they serve. Each day they work with residents and other partners to weave Columbia's community fabric, and it's getting stronger, one stitch at a time.

Toni Messina
Civic Relations Officer
May 18, 2018

Community Policing in Columbia

Community oriented policing...as a modern philosophy and as a practice...has been a feature of Columbia law enforcement for a long time, at least since 1994, when the term appeared in City Manager Ray Beck's FY 1995 budget proposal. It is not surprising to see that "one community oriented policing officer" was added to the Columbia Police Department's (CPD) budget, given passage of the federal Violent Crime Control and Law Enforcement Act in 1994 and the availability of federal funds for new officers and initiatives.

"Modern" distinguishes current concepts from policing's origins in regular foot patrol. Like other communities, Columbia's policing evolved through several stages, from personal, intimate knowledge and mental mapping of neighborhoods; through the use of cars, electronics and technology; to what we have today.

Community policing, in various forms, has co-existed here with traditional, "reactive" policing. There were peaks and plateaus of intensity over the last 24 years based on citizen priorities, sitting leadership and available resources. Columbia's community policing "eras," as aligned with City fiscal years and excerpts from budget narratives, are summarized below.

Post-Federal Act: FY 1994 - FY 1998 (City Manager Ray Beck; Chief Ernest Barbee; Chief Norman Botsford)

- First mention of "community oriented policing officer"
- Created a Youth Academy and the Community in Action Team
- First mention of "delivery of community policing services" as a special skill attributed to officers in the Patrol Division
- Department mission to protect lives and property through criminal investigation, crime prevention, traffic enforcement and varied public service functions that enhance the quality of life in Columbia

Columbia Oriented Policing: FY 1999 - FY 2008 (City Manager Ray Beck; Chief Randy Boehm; City Manager Bill Watkins)

- Department mission to protect citizens' lives and property by following the philosophy of community policing, community involvement and interaction as well as crime prevention...supported by basic police approaches - assigned beats are the foundation of community policing
- Continuing objective to enhance and extend community policing within the community
- CPD adopts 2003 strategic plan for "Columbia Oriented Policing" developed with local stakeholders - includes 15 outcomes assigned to CPD Administration, District Command and Investigative Services
- Revised Department mission to reduce crime and improve public safety by enforcing law, solving problems and encouraging citizen responsibility - new objective to enhance community policing by demonstrating integrity in all actions, treating all people with respect and creating community partnerships

- Officers assigned to Central city, downtown, East Campus, Traffic Unit, Street Crimes Unit

Geographic/Community Policing in Practice: FY 2009 - 2018 (City Manager Bill Watkins; Chief Ken Burton; City Manager Mike Matthes)

- Growing concerns with the need for a total community response to crime and its effects and with internal CPD communications and organization
- Start comprehensive move toward geographic policing with responsibility on all levels of supervision and management for specific areas - rebuild community partnerships
- Department will be a model police organization in partnership with customers...to deliver quality community oriented services - staffing study to determine number of officers needed to have one-third of their time available for proactive community policing
- City and CPD adopt strategic plans in 2013 and 2015
- Eight Community Outreach Unit officers assigned to Central, North, East and Paris/63 neighborhoods

That's what we find in City budget documents. Below, in more detail and as related by Lt. Geoff Jones, is how it's been going down. Lt. Jones is the commanding officer of the Community Outreach Unit and of beats 30 and 40 in the City's Northeast Sector. The training he received as a CPD cadet, starting in 1993, contributed to his practice of community oriented policing as an officer, detective, sergeant and lieutenant during his 20-year career with the department.



The Columbia Police Department (CPD) formed its Community Outreach Unit (COU) in 2016 to address violent crime by rebuilding relationships between the police and the community. Many factors helped to sculpt the COU mission and goals.

The Mayor's Task Force on Community Violence in 2014 and the President's Task Force for 21st Century Policing in 2015 released recommendations to help improve policing and growing racial tensions. Many suggestions related directly to communications. Locally, City government and local organizations identified the need to improve relationships between minority communities and the police.

Interest in improving relationships was not new to the Columbia Police Department. For many years, CPD operated a Crime Prevention Unit that worked in schools to teach the D.A.R.E. program aimed at deterring youth from drug use. Although the program itself had questionable success in curbing substance abuse, it offered opportunities for officers assigned to schools to engage with youth in a positive setting. The Crime Prevention Unit also conducted security inspections for homes and businesses and provided presentations to organizations and businesses.

Chief Ken Burton disbanded the Crime Prevention Unit shortly after his arrival in 2009. He communicated to officers that community policing was not the responsibility of a single unit, but the responsibility of every officer. Chief Burton assigned officers to geographic areas and made them ultimately responsible for outcomes there. This proved challenging: staffing numbers continued to decrease and call volume continued to rise. Waiting calls and priority calls continued to pull officers from their assigned areas. Even with these challenges, CPD continues to keep officers in these assignments.

Crime spikes, including shots fired calls in the North neighborhood and in Central Columbia, resulted in extra officers being assigned there in 2012. Officers Dollins and Gremore worked in what is now defined as the North neighborhood, and Officers Dowler and Meyer were assigned to Douglass Park. Although statistics were not monitored as closely as they are today, it was apparent that both areas showed improvement in crime. More importantly, officers built relationships with the people who lived in these neighborhoods. Both officers and citizens enjoyed open, transparent relationships.

Due to staffing issues, officers were pulled from the North neighborhood after the area showed improvement in late summer or early fall of 2012, but officers remained in Douglass Park.

In 2015, Officers Meyer and Dowler were asked to stay focused on Douglass Park and also expand into the surrounding neighborhood. Shortly after this move, Officer Meyer was promoted and Officer Dowler was assigned to the K-9 Unit. Officer Anthony was introduced to the Central neighborhood. Already responsible for supervising a full patrol squad, Sergeant Michael Hestir's scope expanded to include the "Douglass Park officers."

That summer, Sgt. Hestir and Lieutenant Geoff Jones developed a model to increase engagement between Douglass officers and citizens in the Central neighborhood. Sgt. Hestir and Lt. Jones examined the history of the Central neighborhood patrols, the successes of placing officers in neighborhoods and the successes of neighborhood-style policing in the 1990's.

They researched recommendations of the Mayor's Task Force and the President's Task Force and acknowledged the palpable distrust of police, constantly fueled by news reports and social media. From this work, the COU mission and goals were born, all lending to opening lines of communication between the police and the citizens we serve and building meaningful relationships.

Chief Burton approved the mission and goals, and Officer Anthony and Officer Parker were assigned to the Central neighborhood. As planned, they focused initially on Douglass Park and then quickly expanded into the neighborhood to solve issues and direct resources into the area.

Later that year, Sgt. Hestir connected with the Social Equity Strategic Priority Team, dubbed "The Equalizers." Team members represented more than a dozen City departments dedicated to making Columbia a place where all citizens...not just some of them...can thrive. One of five

teams responsible for implementing the City's 2016 - 2019 strategic plan, The Equalizers deliver services that help make neighborhoods better places to live.

Team members set goals for neighborhood activities, healthy lifestyles, recreation, cultural events and affordable housing and energy but had not considered the importance of safety and security. Public safety, in fact, was handled by a different staff team. The value of COU quickly became apparent, and the Unit joined The Equalizers.

On October 23, 2015 Central officers, Sgt. Hestir and Lt. Jones described the COU to a full house of community members at City Hall. Instead of responding to calls in the usual manner, they said that officers would attempt to have their arms around the neighborhood at the time of the incident, when the caller is most vulnerable.

Their door-to-door conversations with neighbors, businesses, families and "the grandma on every block," Sgt. Hestir said, would sweep information in like "whiskers on a catfish"...information that could be used to address crime and help individuals recover. Officers Anthony and Parker described the tension of responding to calls in the past and realizing they could have done more. Working in COU, they had both authority and ability to help address some of the root causes of crime and stress.

Funding and politics, Lt. Jones said, were not the motivations behind forming the Unit. There are a lot of good people in tough situations who need help, not just from the City, but from others in the community. He invited volunteers and organizations to make commitments of time and other resources.

City Council members accepted The Equalizers' recommendation to focus on the Central, North and East "strategic neighborhoods," areas holding their own but also needing investment. The COU was operating only in Central, and the City Manager and Chief Burton agreed to expand to the other two neighborhoods. Sgt. Hestir was assigned full-time to the COU along with four additional officers. His role was to supervise and develop the COU in the strategic neighborhoods with a three-year sunset date.

By February 2016, six officers were in place in three neighborhoods: Central, Officers Anthony and Castille; North, Officers Lenger and Parker; and East, Officers Shull and Rodriguez.

Lt Jones and Sgt. Hestir implemented the COU plan in phases. The first phase familiarized residents and business owners with officers through special events in each neighborhood. Often called the "BBQ Crew" by other officers, the COU was able to jumpstart attempts at building relationships and trust.

In the second phase, officers brought resources into neighborhoods to help residents solve core issues. The main focus is creating partnerships of local social service providers, businesses, churches, schools and City departments. Although well into Phase 2 for the three strategic neighborhoods, Phases 1 and 2 will be ongoing.

Phase 3, in theory, will somewhat redirect law enforcement to a style of neighborhood policing where residents are engaged and participating in efforts to reduce crime. Officers will act on the concerns of residents and work with them to reduce crime and improve the quality of life in their neighborhoods. In other words, the COU will contribute to residents' ability to thrive in Columbia.

The internal struggle for legitimacy within CPD continues with gradual success and buy-in from other officers. With limited resources on patrol for reactive policing, assigning COU officers to the neighborhoods frustrates many of their peers. Trackable and verifiable positive results in these areas help lend some credibility to the COU's work. Less crime, increased citizen satisfaction and a significant reduction in calls for service have helped ease the workload for other patrol officers called in to the strategic neighborhoods.

A "State of the COU" internal report issued in March 2017 offered Civic Relations Officer Toni Messina's "friendly analysis" of performance measures and outcomes confirmed during the Unit's first year of full staffing:

- The strategic inputs of positive officer contacts with citizens in the Central, North and East neighborhoods;
- Citizen survey results relating to police services, concerns about crime and perceptions of neighborhood problems; and
- Crime trends in the strategic neighborhoods.

While offering encouragement, Messina also acknowledged challenges posed by funding additional COU officers with a federal COPS grant and by local stakeholders desiring an extended study of community policing and ultimate consensus on defining it for Columbia.

"In my opinion," Messina said, "the state of the COU is excellent and hopeful. There is ample evidence of better conditions in each strategic neighborhood, especially in areas relating to safety and especially in the North and East neighborhoods. Despite lower ratings relating to safety in the Central neighborhood, its residents report a spectacular boost in their ability to thrive. COU officers and leaders also contribute to achieving all strategic priorities, possibly shouldering responsibilities that outpace all other City departments and divisions."

Others in Columbia want the same kind of success. A federal COPS grant allowed assignment of two more COU officers to a fourth neighborhood in the Paris Road/63 area. Consistent with the COU plan, officers are engaged in Phase 1 implementation: getting acquainted and building trust with residents and businesses. The Central, North and East neighborhoods are transitioning between Phases 2 and 3.

Current assignments are: Central, Officers Anthony and a new officer to be named; North, Officer Rodriguez and a new officer to be named; East, Officers Shull and Heese; and Paris/63, Officers Parker and Phelps. Officer Castille left the department in 2017. Officer Lenger was promoted to patrol sergeant and Officer Thomas transferred from the Unit in 2018.

The community policing stakes are higher now than they were last year. Even with demonstrated success, staffing continues to make COU efforts more challenging. Sergeants and command staff frequently take COU officers out of their neighborhoods to address issues because there are not enough resources for patrol officers to address them. Lt Jones and Sgt. Hestir often are pulling COU officers back into the neighborhoods to keep their work aligned with the COU mission.

To keep sustaining a viable Community Outreach Unit, outside resources must be identified and directed more effectively. It is critical to keep attracting supporters to this position.

COU Mission, Goals and Performance

The COU Mission is straightforward and ambitious: To open lines of communication with the community while rebuilding community partnerships and relationships. COU goals and their associated performance measures embed a continuous loop of growing trust into neighborhoods, starting with the simple act of listening, cycling through enriched relationships and resulting in policing that reflects neighborhood values. Examples of performance, to date, are summarized here. It all adds up, as Sgt. Hestir explained in 2015, to COU officers, residents and others “putting their arms around the community.”

1. Listen and act upon the cares and concerns of the community.

Measured by identified ordinance changes, training issues, public training forums and changes to enforcement strategies.

Because officers listened and took action, resources were directed differently in strategic neighborhoods; officers demonstrated more skill in problem solving; neighbors were empowered with new knowledge; and enforcement reflects community cares and concerns. The Department's more holistic approach in the strategic neighborhoods contributes to the transition from reactive to community policing.

A. Changes in program priorities or ordinance changes

- Parks and Recreation Department managers used COU advice to enhance safety (e.g., lighting, visibility) at Douglass, McKee Street and Indian Hills parks
- At COU request, installed a basketball goal and lighting at Edenton - Greensboro dead-end
- People who attended and were empowered through neighborhood meetings have expressed their concerns to City Council members and seen results (e.g., lighting, streets, sidewalks, events)
- Some infrastructure improvements in strategic neighborhoods were scheduled more quickly than planned

B. Officer training issues addressed

- COU internal training for other patrol officers
- Crisis intervention
- Daily education for CPD personnel
- De-escalation
- Gang awareness
- Implicit bias
- Narcan administration
- Orienting new CPD recruits to COU
- Procedural justice and interactions with public
- POP (Problem-Oriented Policing) training

C. Public training and education forums provided

- Active Assailant training
- Building Inclusive Communities
- COU presentation to Boone County Stepping Up initiative
- COU presentations to college classes
- Crisis Negotiation Team discussion with local mental health professionals
- Daily education for City officials, media and citizens
- Drug awareness education in schools
- Fair and Impartial Policing training and post-training community critique
- Mayor's Violence Task Force dialogue
- Ride-alongs with COU officers
- Safety for Seniors/Avoid Scams training
- Silence the Violence rally at Douglass Park
- Town hall meetings in CPD "beats"
- Town hall meetings on vehicle stops

D. Changes to enforcement strategies

- Established COU with six officers in the Central, North and East strategic neighborhoods - disbanded traffic unit
- Expanded COU coverage with two officers in the Paris/63 neighborhood
- Enhance enforcement through officers' consistent, reliable presence in neighborhoods
- Locate police substations and outposts in neighborhoods
- Help families prevent and address issues through positive interactions with school officials, teachers and students
- Improve traffic flow and safety through sign placement

2. Establish a network of community contacts.

Measured by the number of community members who will work with police to advocate for the community and jointly advocate for the police. Reach out to existing organizations to enlist their aid in creating coalitions that maintain the peace of the community and positive law enforcement/community interaction.

Because officers have activated a community network, more people...not just COU officers...are embracing neighborhood life. The network includes schools; landlords and property managers; residents; City and County officials and staff; businesses; agencies; organizations; and churches.

A. Neighborhood stakeholders working with police to advocate for the community/jointly advocate for police

- Central - working especially to improve street lighting, code enforcement, safety and neighborhood appearance
- East - working especially in areas where problem tenants create issues for residents and landlords and jeopardize neighborhood conditions

- North - working especially to deter Independence Day fireworks offenses, keep kids active and out of high-risk behavior, provide food and services to residents and keep streets clean and trash-free
- Paris/63 - working especially on street lighting, neighbor responsibility, youth opportunity
- Support from pastors, business executives, organization members, agency staff members

B. Organizations helping create coalitions/environment to maintain peace and positive law enforcement/community interaction

- Boone County Juvenile Office
- Chamber of Commerce – supports convening parties to develop a public safety comprehensive plan
- Churches, including Charity Baptist, Faith Baptist Church, Progressive Missionary Baptist, The Revolution Church and others
- City of Columbia Parks and Recreation Department – co-sponsors and helps plan events in all neighborhoods
- Columbia Insurance Group – hosting neighborhood events and a police substation
- Columbia Youth Basketball Association – supports a team coached by COU officer
- Columbia Public Schools – involves officers in all aspects of student life, including academic achievement, partners with other City offices, hosts meetings and promotes officer involvement to schools across Missouri
- Downtown Optimist Club – hosts meetings
- Edenton Ridge Apartments – hosts a substation
- FACE
- Fun City Youth Academy
- Jefferson Middle School – hosts a substation
- Job Point
- Missouri Division of Probation and Parole
- NAACP - recognized COU at 2017 annual banquet
- Neighborhood Watch
- PPM - Berendzen & Gage - Horizon Rentals (crime clause)
- Rainbow House
- Rock the Community
- Salvation Army
- Shelter Insurance – funds Success Grants for seniors entering college or career schools
- Turning Point

3. Create an environment in which community members are comfortable to communicate with police.

Measured by the cooperation observed when reporting crime, reporting officer conduct (positive and negative) and reporting efficiencies and inefficiencies.

Because residents are more comfortable to communicate, officers get tips leading to solving problems and crimes; are able to address concerns with officer behavior; and tailor their policing and enforcement to the community.

A. Examples of cooperation observed when reporting crime.

- Central - neighbors approached COU officers after a homicide, identified a suspect and said the person was using a fake name - officers also received tips on drug houses and served search warrants
- East - neighbors tipped officers to problem tenants, allowing them to work with landlords to be more vigilant and evict, if needed - landlords responded favorably
- North - visits to Derby Ridge Elementary School tipped officers to kids with family and household issues, allowing them to work with family members - neighbors express support for enforcing fireworks ordinances
- Neighbors also provide information to identify shooting suspects, report a potential child pornography manufacturing suspect and report child neglect

B. Reporting positive and negative officer conduct

- COU officers and their sergeant have told other patrol officers that neighbors have positive or negative reports on their conduct
- Citizen reports of 12 officers whose behavior was not aligned with good customer service were handled by the COU lieutenant and sergeant

C. Reporting efficiencies and inefficiencies relating to work in the field

- Officers have more efficiently addressed traffic concerns, like speeding, that bother residents
- Officers continue to balance effective enforcement and keeping the peace with community outreach (more than stickers and hugs)

4. Identify problem areas, people and situations within the community.

Measured by documented reports of criminal activity and POP projects to address community concerns. Also measured by the reduction in reactive calls for service involving identified problem people and places.

Because officers, with the help of residents, have been able to identify the “who,” “what” and “where” of problem situations, crime rates have been improving, calls for service have been dropping and officers can intensify pro-active policing.

A. Documented reports of criminal activity

- Central and North – COU officers contributed to search warrants served - identified drug dealers with heroin, meth and weapons on premises
- East – response to call where individual was shooting at family members – led to arrest by County Sheriff and removal of guns

B. POP projects to address community concerns

- Trash cleanup, by bringing in trash receptacles and dumpsters
- Crime prevention, by adding more street lights in all neighborhoods
- Problem tenants, with active landlord participation
- Speeding on Sexton, with traffic calming structures
- Neighborhood safety on Garth, by cleaning up brush

C. Reduction in reactive calls for service involving identified problem people and places

- Referred emotionally disturbed person with weapons to appropriate services
- Served search warrants at address with frequent calls for service and known problems

5. Identify areas in which police meet the needs of these communities and areas in which police do not meet the needs of these communities.

Measured by the number of efficiencies and inefficiencies reported to the sergeant.

Because officers listen, observe and experience events in their assigned neighborhoods, they know where resources are efficiently directed and where resource gaps exist.

A. Efficiencies reported to sergeant

- Officers have the capability and time to do total policing due to their personal investment in the community
- Officers are a gateway and a one-stop shop to police and other City and community services
- Because of trusting relationships, neighbors and officers have continuing, proximity and access to each other

B. Inefficiencies reported to sergeant

- Communicating by Twitter reaches some residents, but COU Facebook pages would reach more users
- Opportunities for improvement
 - Increase police services, community resources and in-depth services
 - Improve follow-up on calls for service
 - More patrol officers should attend community functions and stop to talk with residents as they drive through neighborhoods
 - Integrate regular patrol and COU
 - Provide community oriented 24/7 coverage - attention to neighborhoods melts back into regular beats after COU hours, although COU officers are available by cell phone

6. Responsibly enforce the law in these communities to build trust in those who call upon us.

Take responsible police action when we identify offenders who create a danger to others and/or disrupt the peace of the community. Make ourselves available in Douglass Park to network and interact with community members.

Because of trust built through continuing proximity to residents, officers take a range of responsible enforcement actions suitable to incidents, situations, events and values in their neighborhoods. Officers establish rapport and comfort through thousands of individual contacts (averaging 94% positive over the last two years). They also meet community members where they are: businesses, churches, clubs, events, at neighborhood meetings, in agencies and organizations, at parks, sporting events, schools and, of course, responding to calls for service.

A. Make ourselves available to interact with community members

- Regular presence in schools, parks, on the streets, at homes and businesses
- Events, meetings, training opportunities
- Connecting partners with neighborhood leaders
- Contacts with individuals
- Hours on foot patrol

B. Responsible actions taken when offenders identified

- Search warrants
- Arrests
- Direct City and community resources to individuals
- Take individuals to rehab services
- Reduce stressors (e.g., lack of food, lack of employment opportunities and need for appropriate services) in households

Crime in the Strategic Neighborhoods

The data reflects activity only in the city as a whole and in the Central, East and North neighborhoods selected for investments outlined in the City's 2016 – 2019 strategic plan. No data is presented for the Paris/63 Neighborhood which was not staffed with officers until July 2017 and is not considered a "strategic" neighborhood.

The annual COU reporting year runs from March 1 through the end of February. The COU reporting calendar started in March 2016 when the Unit was fully staffed with two officers assigned to each strategic neighborhood. This data should not be expected to align consistently with data reported for a calendar year, City of Columbia fiscal year or any reporting year recognized by other data collection agencies.

Data is derived for years preceding 2016 – 2017 by capturing data within the strategic neighborhood boundaries.

Crime data graphs are sometimes paired with graphs of annual survey results when it seems helpful to compare incidents with citizen perceptions.

Uniform Crime Reporting Statistics (UCR) definitions are used for:

- Criminal homicide;
- Forcible rape;
- Robbery;
- Aggravated assault;
- Burglary;
- Larceny – theft; and
- Motor vehicle theft.

Crime data was provided by the Columbia Police Department's Crime Analyst. Percent change was determined by the *State of the COU* author using an online percent change calculator.



Calls for Service

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	68720	4069	5.92	2533	3.69	1489	2.17
2016-2017	73903	3648	4.94	2478	3.35	1638	2.22
Five year breakdown							
Average	75868	4305	5.67	2517	3.32	1901	2.51
Max	78545	5031	6.72	2625	3.51	2080	2.65
Min	72864	3940	5.08	2429	3.18	1738	2.27
2015-2016	76474	4163	5.44	2429	3.18	2018	2.64
2014-2015	78545	3987	5.08	2534	3.23	2080	2.65
2013-2014	76641	3940	5.14	2464	3.21	1738	2.27
2012-2013	72864	4403	6.04	2535	3.48	1892	2.60
2011-2012	74816	5031	6.72	2625	3.51	1779	2.38

Reports

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	13317	630	4.73	429	3.22	254	1.91
2016-2017	13055	692	5.30	398	3.05	304	2.33
Five year breakdown							
Average	14322	866	6.04	434	3.03	367	2.57
Max	14831	1024	6.90	480	3.46	440	3.12
Min	13870	769	5.30	387	2.67	326	2.20
2015-2016	13870	841	6.06	480	3.46	358	2.58
2014-2015	14096	770	5.46	402	2.85	440	3.12
2013-2014	14507	769	5.30	387	2.67	360	2.48
2012-2013	14304	924	6.46	442	3.09	353	2.47
2011-2012	14831	1024	6.90	457	3.08	326	2.20

Shots Fired/Heard Calls

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	433	55	12.70	45	10.39	22	5.08
2016-2017	393	49	12.47	19	4.83	17	4.33
Five year breakdown							
Average	435	49	11.26	33	7.59	22	5.06
Max	495	68	14.88	48	9.70	37	7.80
Min	372	34	9.12	25	5.44	13	2.72
2015-2016	495	52	10.51	48	9.70	37	7.47
2014-2015	372	38	10.22	25	6.72	29	7.80
2013-2014	373	34	9.12	29	7.77	18	4.83
2012-2013	478	53	11.09	26	5.44	13	2.72
2011-2012	457	68	14.88	37	8.10	13	2.84



Criminal Homicide

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	10	2	20.00	2	20.00	0	0.00
2016-2017	6	1	16.67	0	0.00	0	0.00
Five year breakdown							
Average	3	0	12.50	0	6.25	0	0.00
Max	6	1	25.00	1	16.67	0	0.00
Min	0	0	0.00	0	0.00	0	0.00
2015-2016	0	0	0.00	0	0.00	0	0.00
2014-2015	5	1	20.00	0	0.00	0	0.00
2013-2014	6	0	0.00	1	16.67	0	0.00
2012-2013	4	1	25.00	0	0.00	0	0.00
2011-2012	1	0	0.00	0	0.00	0	0.00

Forcible Rape

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	116	9	7.76	3	2.59	1	0.86
2016-2017	116	2	1.72	6	5.17	5	4.31
Five year breakdown							
Average	62	4	7.07	3	5.14	2	2.89
Max	93	11	11.83	5	7.25	3	4.35
Min	33	2	4.23	2	4.23	1	2.15
2015-2016	93	11	11.83	4	4.30	2	2.15
2014-2015	69	3	4.35	5	7.25	3	4.35
2013-2014	71	3	4.23	3	4.23	2	2.82
2012-2013	45	3	6.67	2	4.44	1	2.22
2011-2012	33	2	6.06	2	6.06	1	3.03

Robbery

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	111	8	7.21	1	0.90	1	0.90
2016-2017	122	7	5.74	1	0.82	1	0.82
Five year breakdown							
Average	143	14	9.82	4	2.52	1	0.84
Max	170	20	12.35	5	3.20	2	1.60
Min	105	7	6.67	2	1.23	0	0.00
2015-2016	151	15	9.93	4	2.65	0	0.00
2014-2015	125	11	8.80	4	3.20	2	1.60
2013-2014	105	7	6.67	3	2.86	0	0.00
2012-2013	170	17	10.00	5	2.94	2	1.18
2011-2012	162	20	12.35	2	1.23	2	1.23

**Aggravated Assault**

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	322	27	8.39	23	7.14	13	4.04
2016-2017	306	25	8.17	20	6.54	18	5.88
Five year breakdown							
Average	310	39	12.66	19	6.14	16	5.17
Max	423	59	15.65	37	10.45	32	12.45
Min	201	20	7.78	6	2.07	5	1.33
2015-2016	423	58	13.71	37	8.75	32	7.57
2014-2015	257	20	7.78	14	5.45	32	12.45
2013-2014	201	21	10.45	21	10.45	5	2.49
2012-2013	290	38	13.10	6	2.07	6	2.07
2011-2012	377	59	15.65	17	4.51	5	1.33

Burglary

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	497	6	1.21	28	5.63	19	3.82
2016-2017	526	29	5.51	33	6.27	13	2.47
Five year breakdown							
Average	780	32	4.08	44	5.64	38	4.82
Max	849	49	6.14	66	8.27	41	5.42
Min	737	17	2.25	28	3.70	32	4.24
2015-2016	849	24	2.83	38	4.48	36	4.24
2014-2015	757	17	2.25	28	3.70	41	5.42
2013-2014	737	34	4.61	33	4.48	32	4.34
2012-2013	758	35	4.62	55	7.26	40	5.28
2011-2012	798	49	6.14	66	8.27	39	4.89

Larceny-Theft

	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	2825	82	2.90	73	2.58	33	1.17
2016-2017	2496	85	3.41	43	1.72	32	1.28
Five year breakdown							
Average	3163	109	3.44	60	1.90	55	1.74
Max	3592	149	4.39	72	2.18	68	1.93
Min	2611	95	2.87	48	1.34	35	1.34
2015-2016	2611	95	3.64	57	2.18	35	1.34
2014-2015	2907	97	3.34	62	2.13	53	1.82
2013-2014	3592	103	2.87	48	1.34	68	1.89
2012-2013	3311	100	3.02	72	2.17	64	1.93
2011-2012	3395	149	4.39	62	1.83	55	1.62

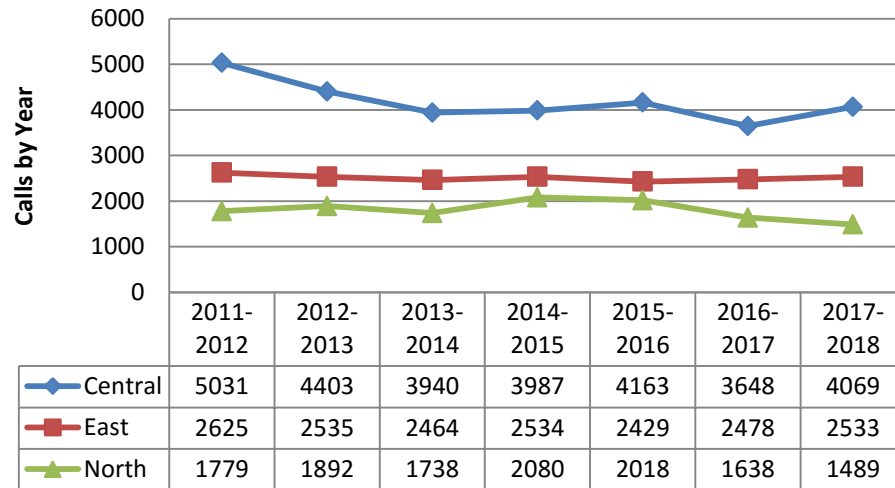


Motor Vehicle Theft

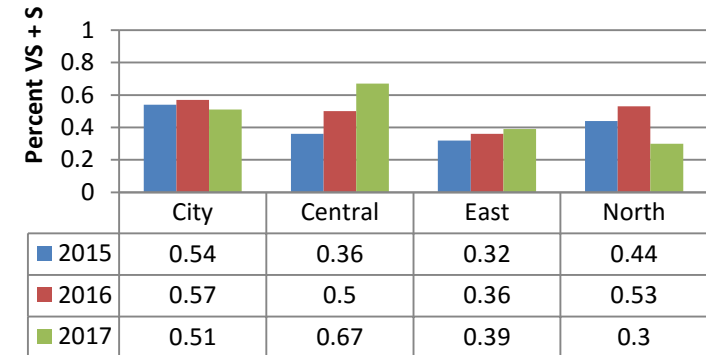
	citywide	central		east		north	
	Count	Count	%	Count	%	Count	%
2017-2018	265	11	4.15	10	3.77	5	1.89
2016-2017	283	10	3.53	6	2.12	10	3.53
Five year breakdown							
Average	190	13	6.72	8	4.20	4	1.89
Max	258	16	9.41	12	6.47	7	4.12
Min	162	9	4.81	4	2.47	1	0.57
2015-2016	258	15	5.81	12	4.65	4	1.55
2014-2015	175	9	5.14	8	4.57	1	0.57
2013-2014	187	9	4.81	5	2.67	3	1.60
2012-2013	162	15	9.26	4	2.47	3	1.85
2011-2012	170	16	9.41	11	6.47	7	4.12

Crime Rate Changes in Strategic Neighborhoods: 2011 – 2018

Calls for Service



3.4 Satisfaction w/ Overall Feeling of Safety in the City Increase = Good



Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

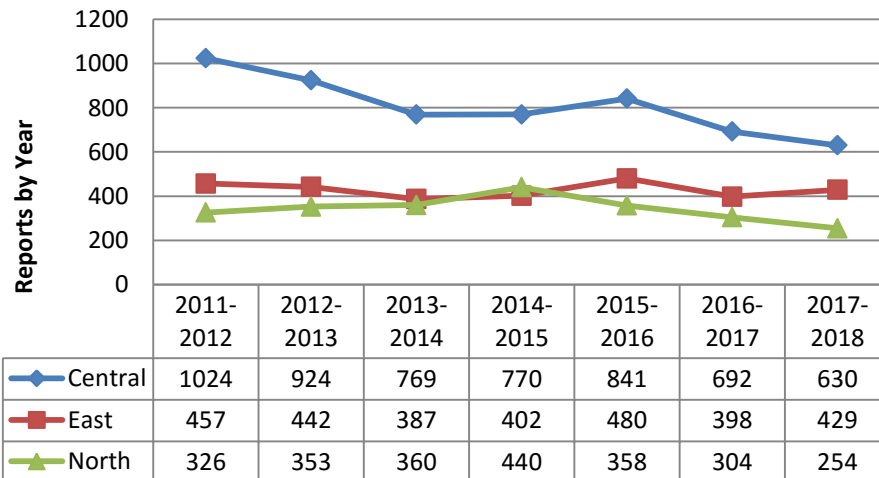
Calls for Service: Calls from residents who want the presence of law enforcement to resolve, correct or assist with a situation.

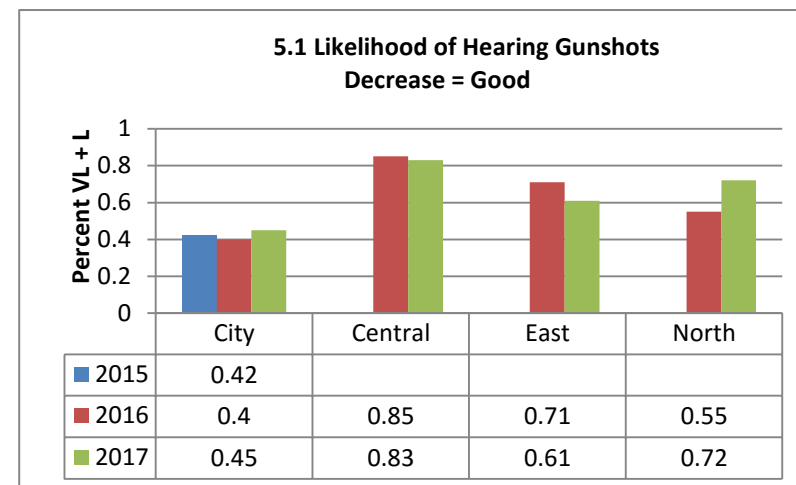
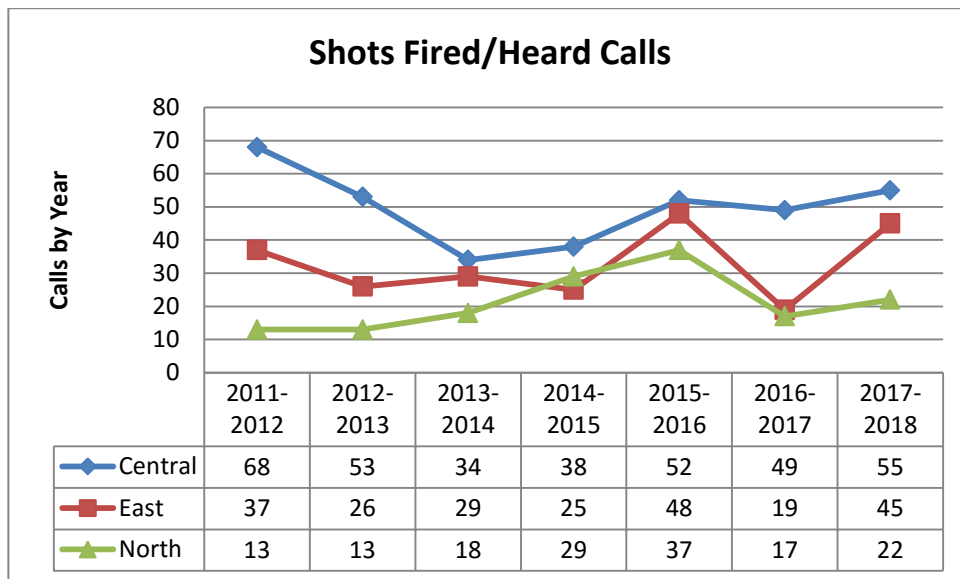
- City five-year average = 75,868
- City five-year max = 78,545
- City five-year min = 72,864

Reports: Information gathered and documented by an officer in reference to a call for service.

- City five-year average = 14,322
- City five-year max = 14,831
- City five-year min = 13,870

Reports



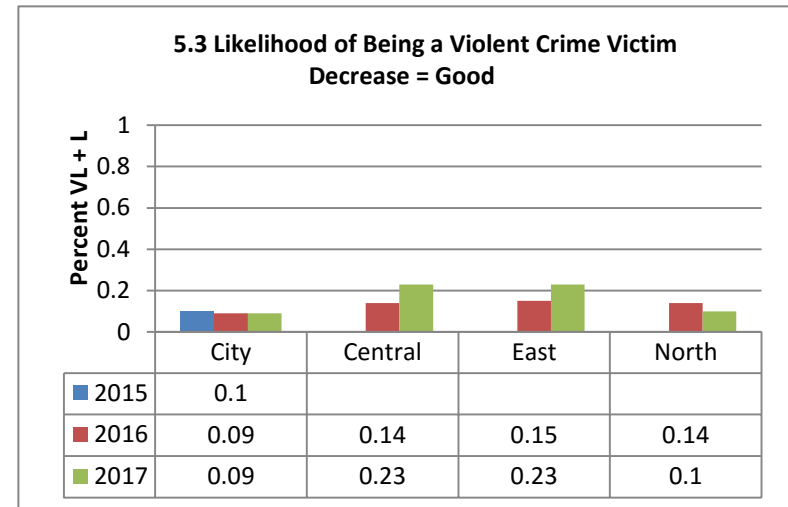
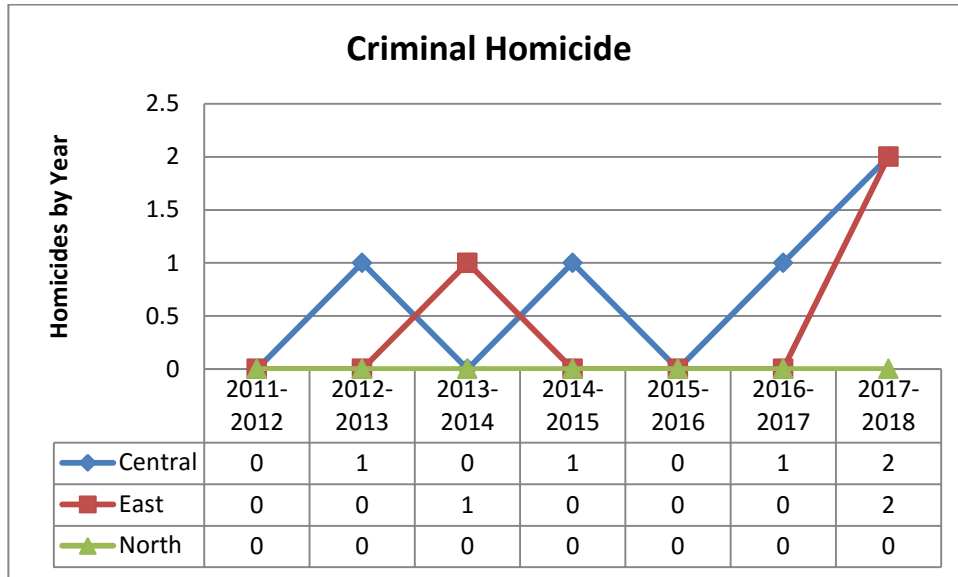


Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

Shots Fired/Heard: A call for service informing law enforcement of a discharge of a firearm either being heard or witnessed by the resident.

- City five-year average = 435
- City five-year max = 495
- City five-year min = 372

Violent Crime: 2011 – 2018



Uniform Crime Reporting Statistics (UCR) Definition

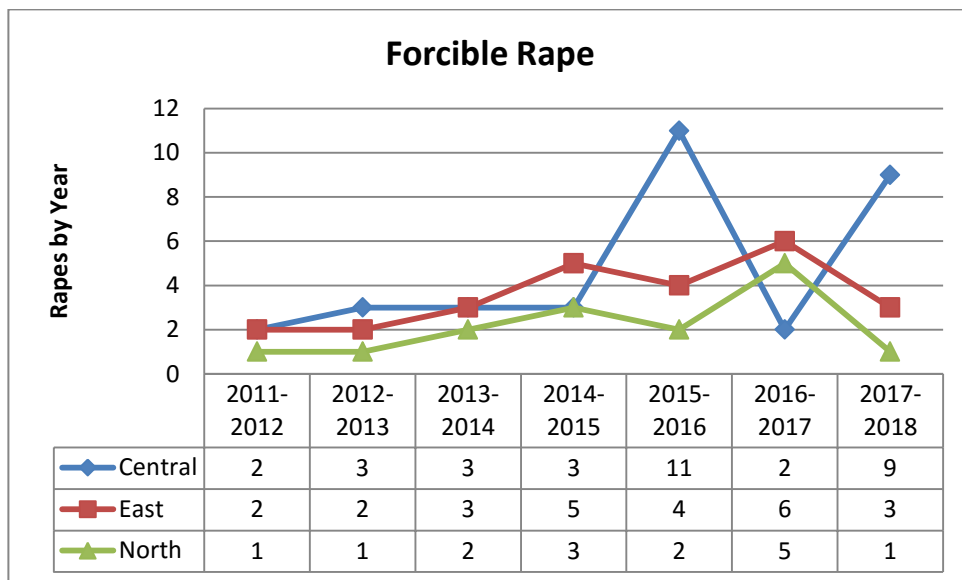
Criminal Homicide

- a. Murder and non-negligent manslaughter: The willful (non-negligent) killing of one human being by another. Excludes deaths caused by negligence, attempts to kill, assaults to kill, suicides and accidental deaths. UCR program classifies justifiable homicides separately and limits the definition to:
 - The killing of a felon by a law enforcement officer in the line of duty; or
 - The killing of a felon, during the commission of a felony, by a private citizen.
- b. Manslaughter by negligence: The killing of another person through gross negligence. Excludes deaths of persons due to their own negligence, accidental deaths not resulting from gross negligence and traffic fatalities.

Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

Criminal Homicide

- City five-year average = 3
- City five-year max = 6
- City five-year min = 0



Uniform Crime Reporting Statistics (UCR) Definition

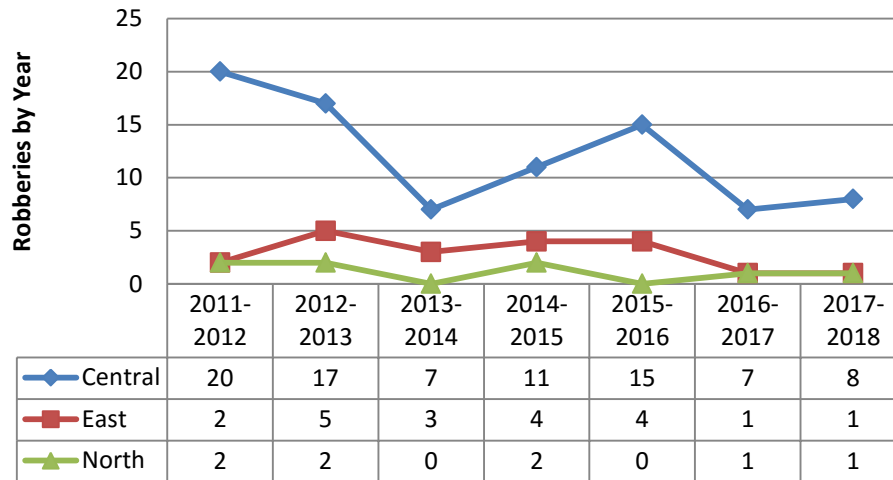
Forcible Rape/Legacy Rape: The carnal knowledge of a female forcibly and against her will. Includes rapes by force and attempts or assaults to rape, regardless of the victim's age. Excludes statutory offenses (no force used, victim under age of consent).

Revised Rape: Penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without victim's consent. Also includes attempts or assaults to commit rape, but excludes statutory rape and incest. UCR program adopted this definition of SRS rape in December 2011. This change can be seen in UCR data starting in 2013. Any data reported under the older definition of rape will be called "legacy rape."

Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

- City five-year average = 62
- City five-year max = 93
- City five-year min = 33

Robbery



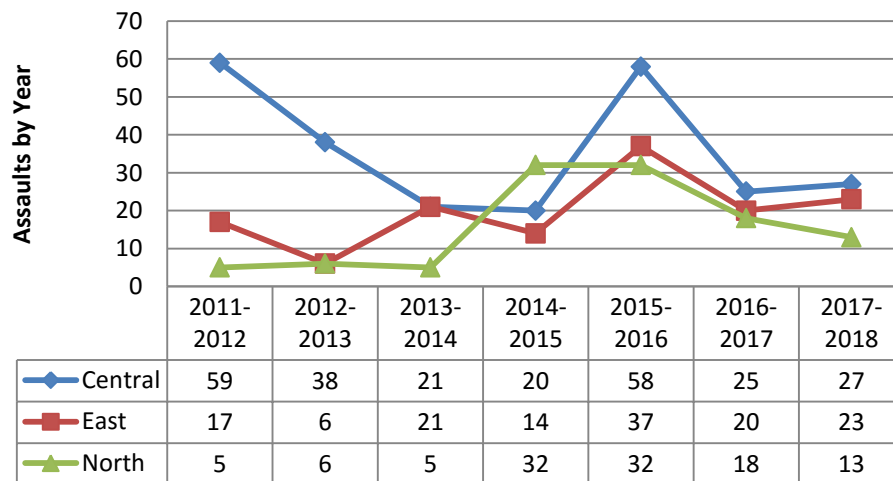
Uniform Crime Reporting Statistics (UCR) Definition

Robbery: The taking or attempting to take anything of value from the care, custody or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

- City five-year average = 143
- City five-year max = 170
- City five-year min = 105

Aggravated Assault



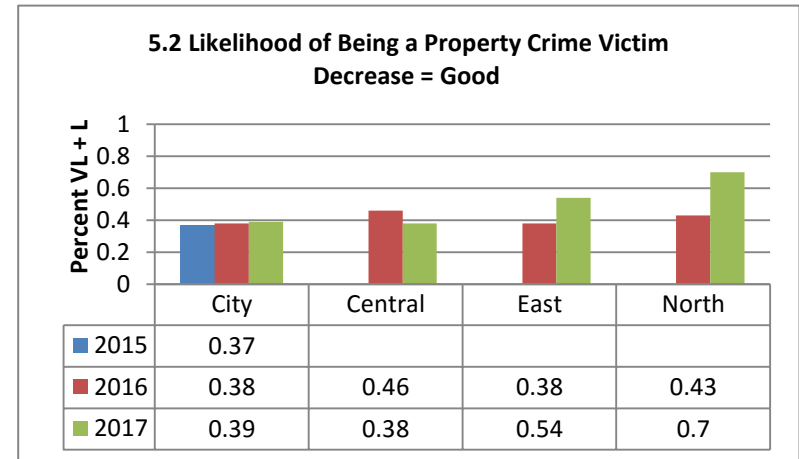
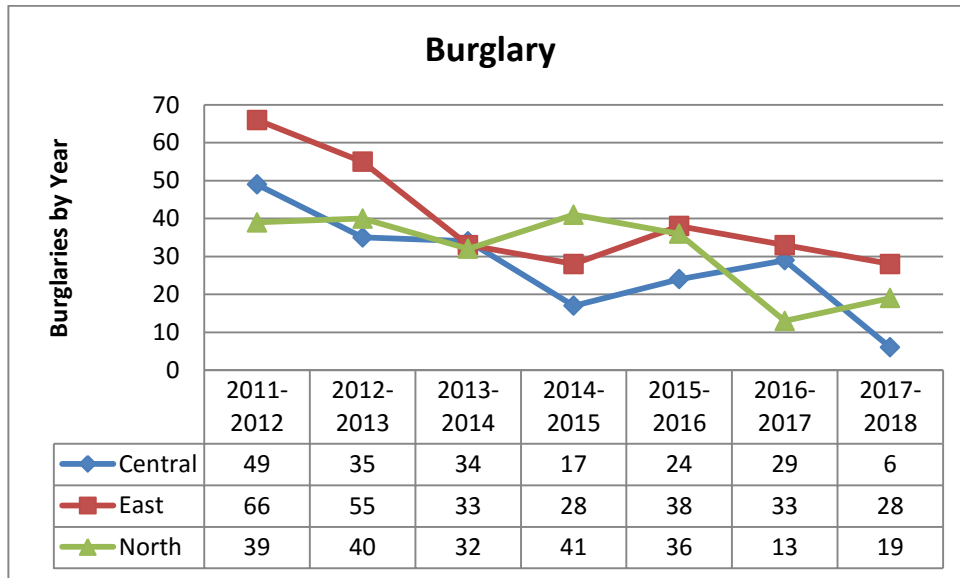
Uniform Crime Reporting Statistics (UCR) Definition

Aggravated Assault: An unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. This type of assault usually is accompanied by the use of a weapon or by means likely to produce death or great bodily harm. Excludes simple assaults.

Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

- City five-year average = 310
- City five-year max = 423
- City five-year min = 201

Property Crime: 2011 – 2018

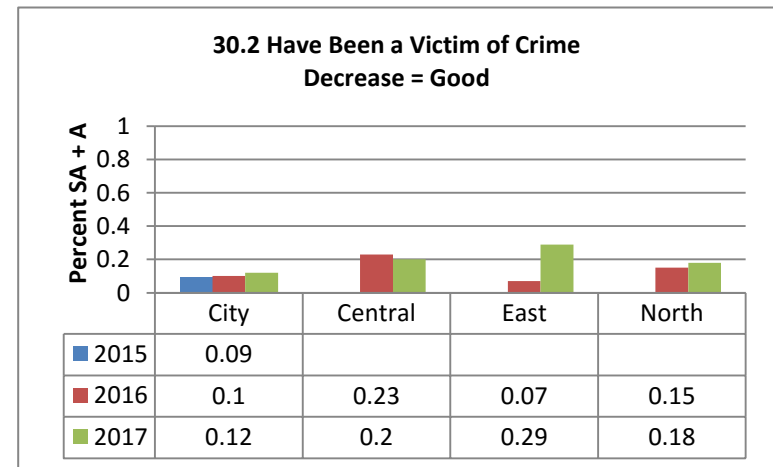


Uniform Crime Reporting Statistics (UCR) Definition

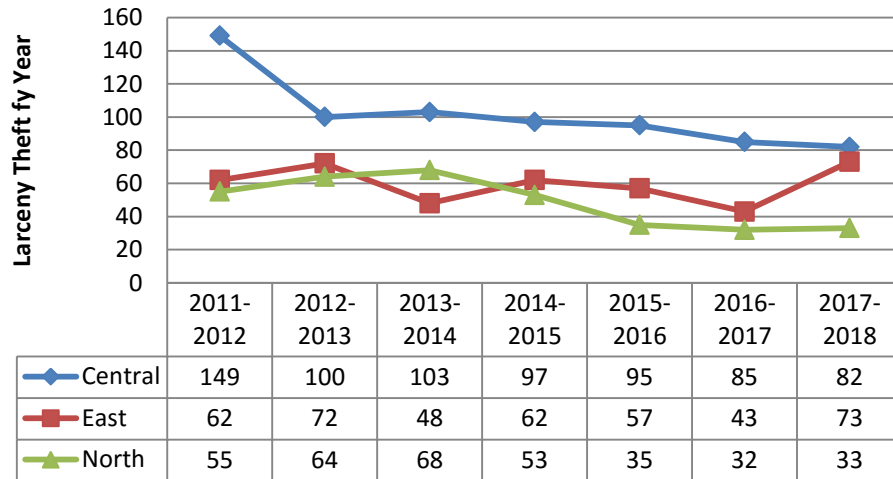
Burglary (breaking or entering): The unlawful entry of a structure to commit a felony or a theft. Includes attempted forcible entry.

Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

- City five-year average = 780
- City five-year max = 849
- City five-year min = 737



Larceny - Theft



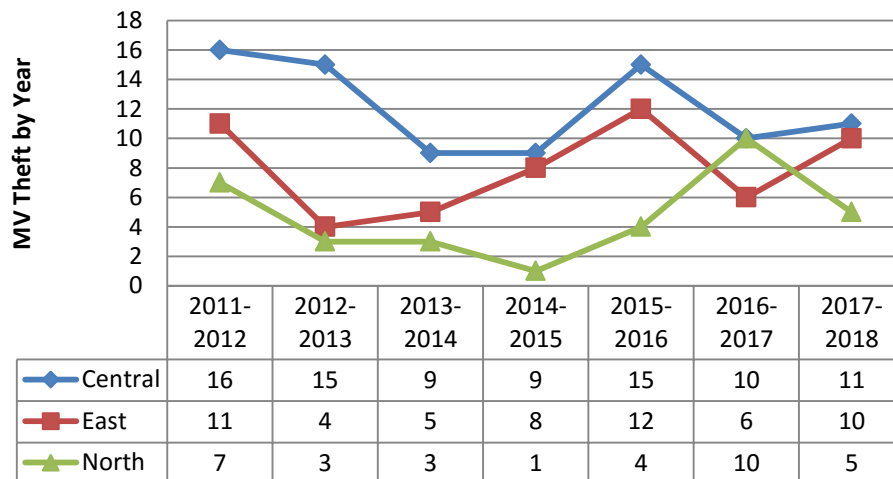
Uniform Crime Reporting Statistics (UCR) Definition

Larceny-theft (except motor vehicle theft): The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another. Examples are thefts of bicycles, motor vehicle parts and accessories, shoplifting, pocket-picking or the stealing of any property or article that is not taken by force and violence or by fraud. Includes attempted larcenies. Excludes embezzlement, confidence games, forgery, check fraud, etc.

Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

- City five-year average = 3,163
- City five-year max = 3,592
- City five-year min = 2,611

Motor Vehicle Theft



Uniform Crime Reporting Statistics (UCR) Definition

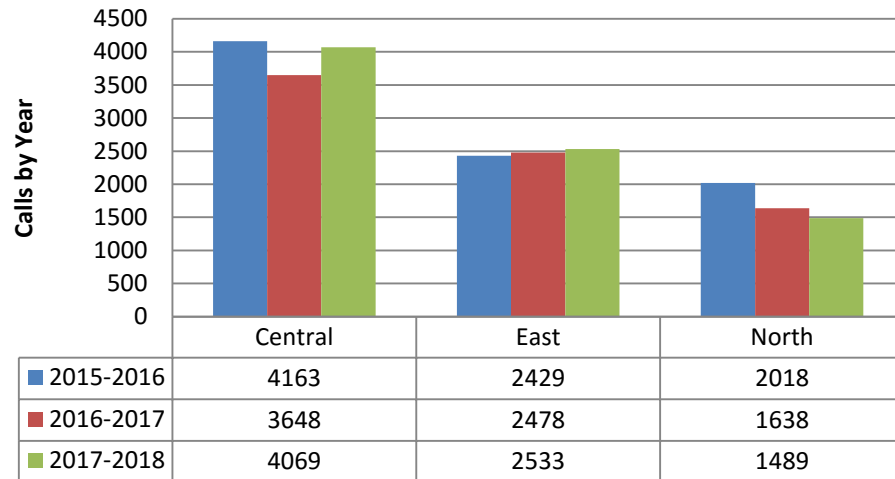
Motor vehicle theft: The theft or attempted theft of a motor vehicle. A motor vehicle is self-propelled and runs on land surface, not on rails. Excludes motorboats, construction equipment, airplanes and farming equipment.

Five-year average, minimum and maximum represent years before Community Outreach Unit was fully staffed (years 2011 – 2012 through 2015 – 2016). The COU tracking year runs from March 1 through the end of February.

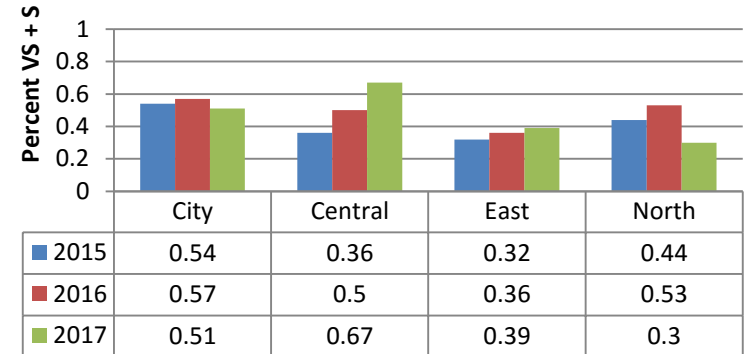
- City five-year average = 190
- City five-year max = 258
- City five-year min = 162

Crime Rate Changes in Strategic Neighborhoods: 2015 – 2018

Calls for Service



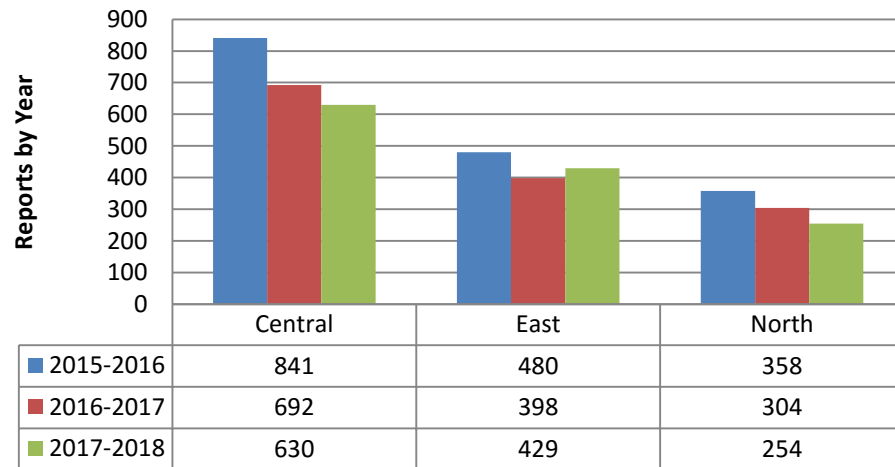
3.4 Satisfaction w/ Overall Feeling of Safety in the City Increase = Good



Strategic lag measure for public safety: Increase overall feeling of safety by 6% by 2019.

- In 2017, Central and East feel safer than last year.
- **CENTRAL AND EAST SATISFACTION INCREASED BY MORE THAN 6% FROM 2015**

Reports

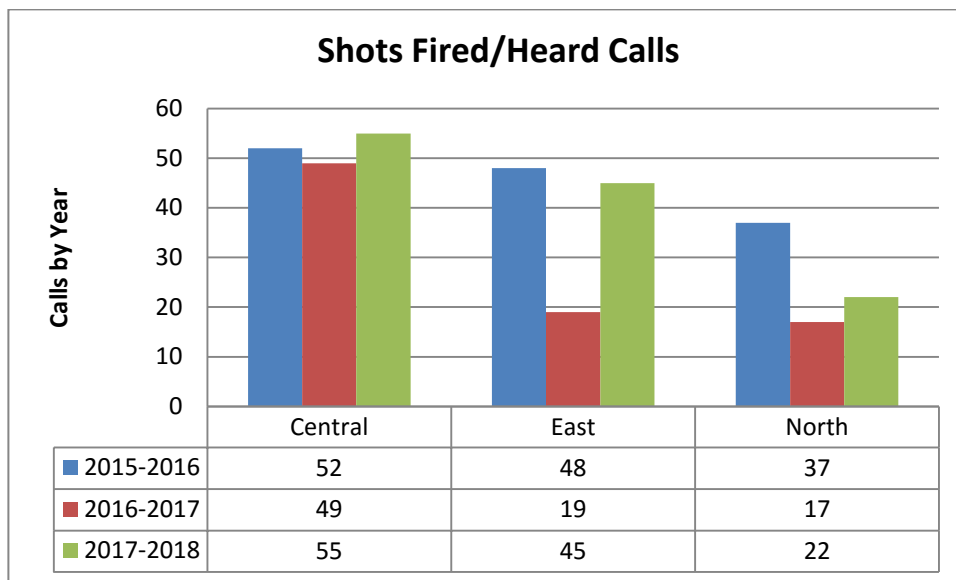


Calls for Service: Calls from residents who want the presence of law enforcement to resolve, correct or assist with a situation.

- **City down** 10% from 76,474 to 68,720 since 2015 – 2016.

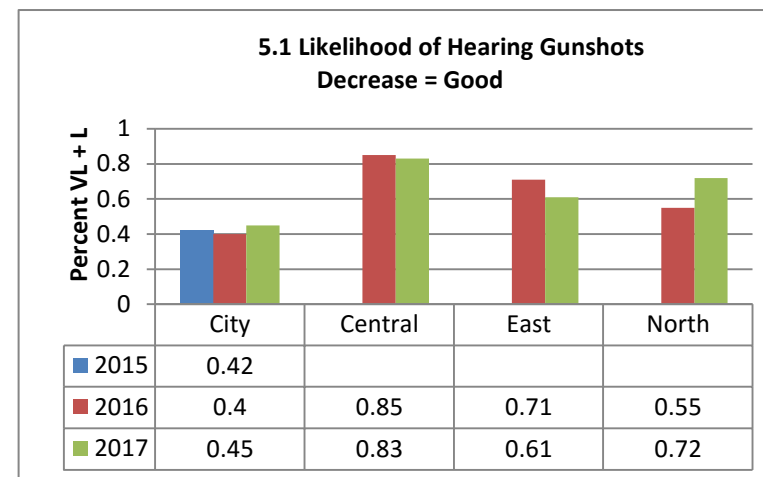
Reports: Information gathered and documented by an officer in reference to a call for service.

- **City down** 4% from 13,870 to 13,317 since 2015 – 2016.



Shots Fired/Heard: A call for service informing law enforcement of a discharge of a firearm either being heard or witnessed by the resident.

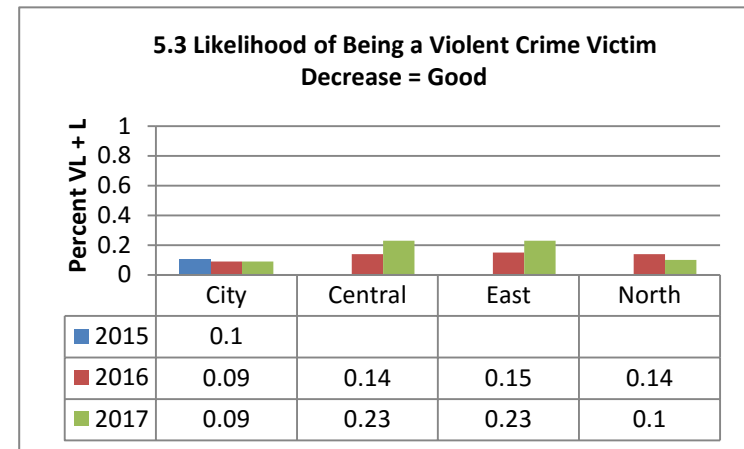
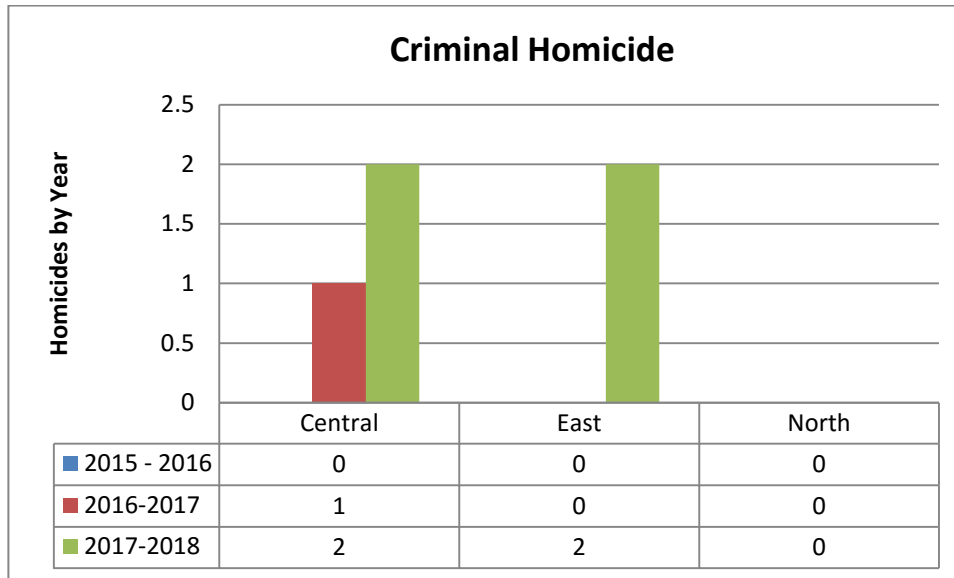
- **City down** 13% from 495 to 433 since 2015 – 2016.



Likelihood of Hearing Gunshots

- In 2017, all neighborhoods feel more at risk than City as a whole.
- Central and East report lower likelihood than 2016.

Violent Crime: 2015 – 2018



Uniform Crime Reporting Statistics (UCR) Definition

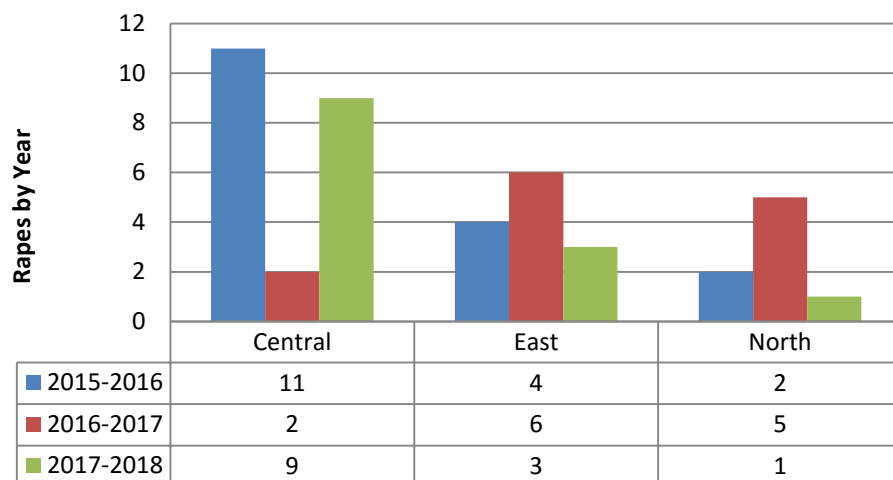
Criminal Homicide

- a. Murder and non-negligent manslaughter: The willful (non-negligent) killing of one human being by another. Excludes deaths caused by negligence, attempts to kill, assaults to kill, suicides and accidental deaths. UCR program classifies justifiable homicides separately and limits the definition to:
 - The killing of a felon by a law enforcement officer in the line of duty; or
 - The killing of a felon, during the commission of a felony, by a private citizen.
- b. Manslaughter by negligence: The killing of another person through gross negligence. Excludes deaths of persons due to their own negligence, accidental deaths not resulting from gross negligence and traffic fatalities.
 - **City up** from 0 to 10 since 2015 – 2016.
 - North neighborhood has had no criminal homicides since at least the last seven years.

Likelihood of Being a Violent Crime Victim

- In 2017, Central and East feel more at risk than in 2016 and feel at higher risk than City as a whole.
- North feeling of risk decreased since 2016 and essentially matches City.

Forcible Rape



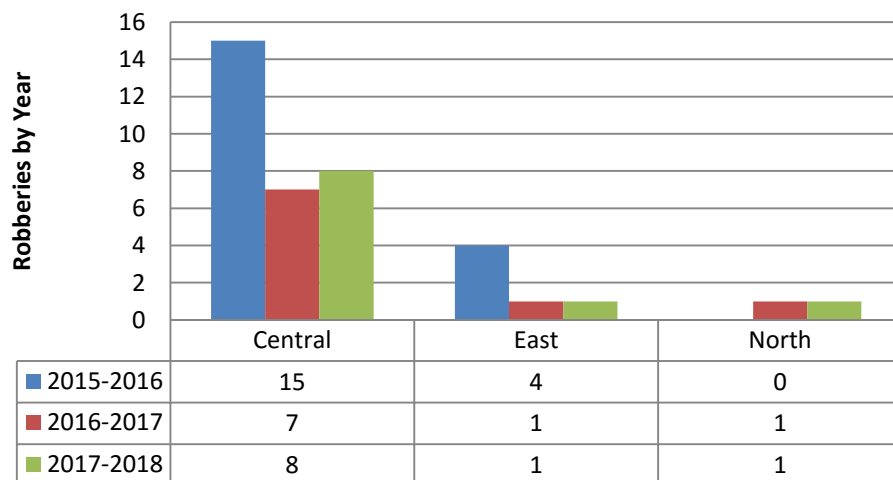
Uniform Crime Reporting Statistics (UCR) Definition

Forcible Rape/Legacy Rape: The carnal knowledge of a female forcibly and against her will. Includes rapes by force and attempts or assaults to rape, regardless of the victim's age. Excludes statutory offenses (no force used, victim under age of consent).

Revised Rape: Penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without victim's consent. Also includes attempts or assaults to commit rape, but excludes statutory rape and incest. UCR program adopted this definition of SRS rape in December 2011. This change can be seen in UCR data starting in 2013. Any data reported under the older definition of rape will be called "legacy rape".

- **City up** by 25% from 93 to 116 since 2015 – 2016.

Robbery

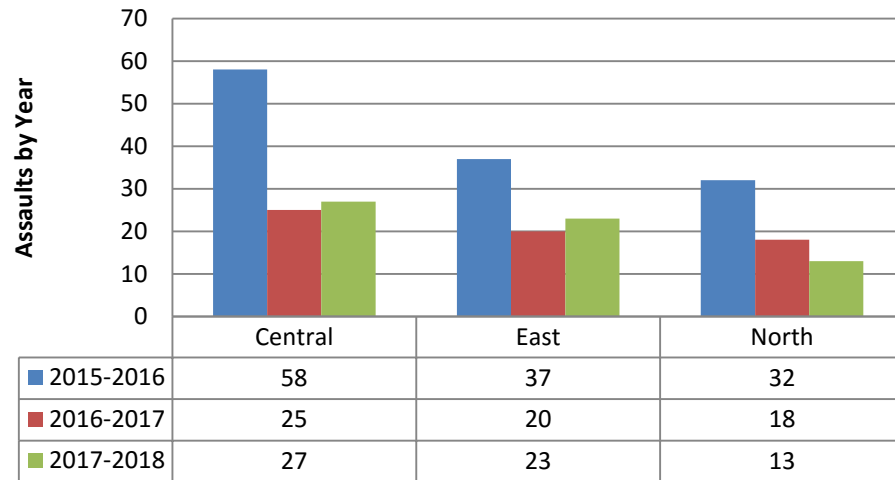


Uniform Crime Reporting Statistics (UCR) Definition

Robbery: The taking or attempting to take anything of value from the care, custody or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

- **City down** by 26% from 151 to 111 since 2015 – 2016.

Aggravated Assault

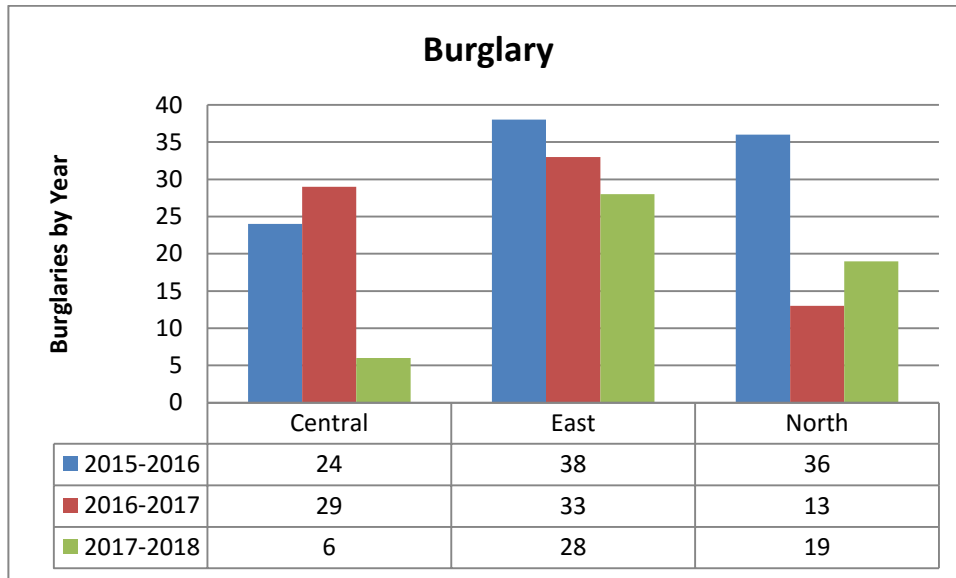


Uniform Crime Reporting Statistics (UCR) Definition

Aggravated Assault: An unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. This type of assault usually is accompanied by the use of a weapon or by means likely to produce death or great bodily harm. Excludes simple assaults.

- **City down** 24% from 423 to 322 since 2015 – 2016.

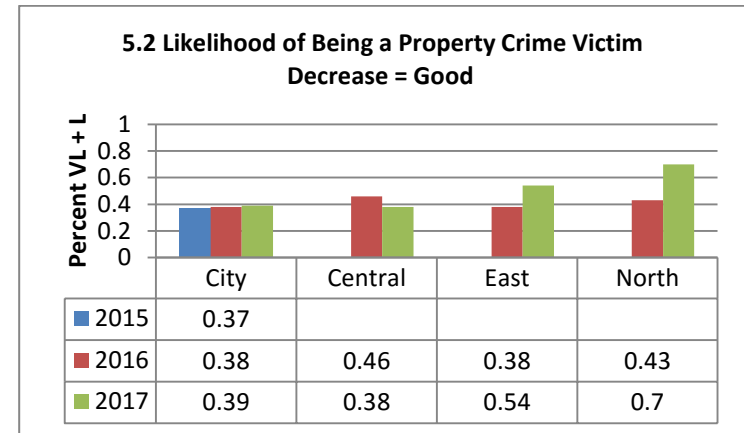
Property Crime: 2015 – 2018



Uniform Crime Reporting Statistics (UCR) Definition

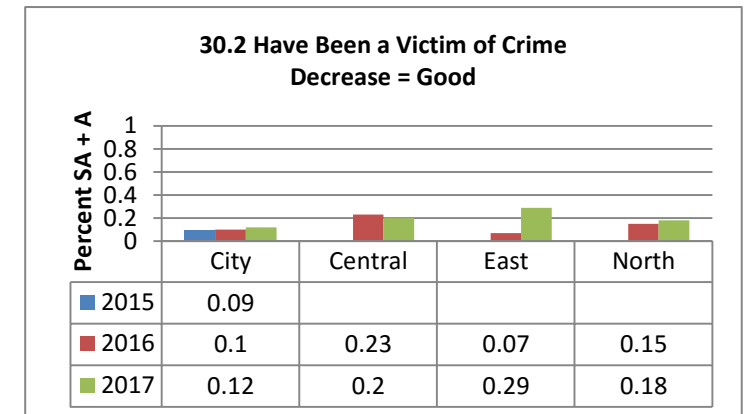
Burglary (breaking or entering): The unlawful entry of a structure to commit a felony or a theft. Includes attempted forcible entry.

- **City down** 41% from 849 to 497 since 2015 – 2016.



Likelihood of Being a Property Crime Victim

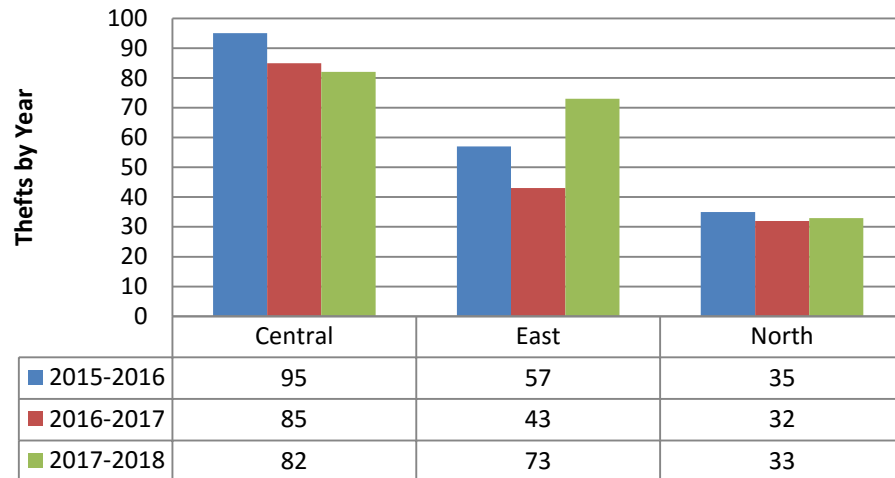
- In 2017, North and East feel more at risk than in 2016 and feel at higher risk than City as a whole.
- Central feeling of risk decreased since 2016 and essentially matches City.



Have been a Crime Victim

- In 2017, all neighborhoods report greater victimization than City.
- Only Central reported lower victimization than in 2016.

Larceny - Theft

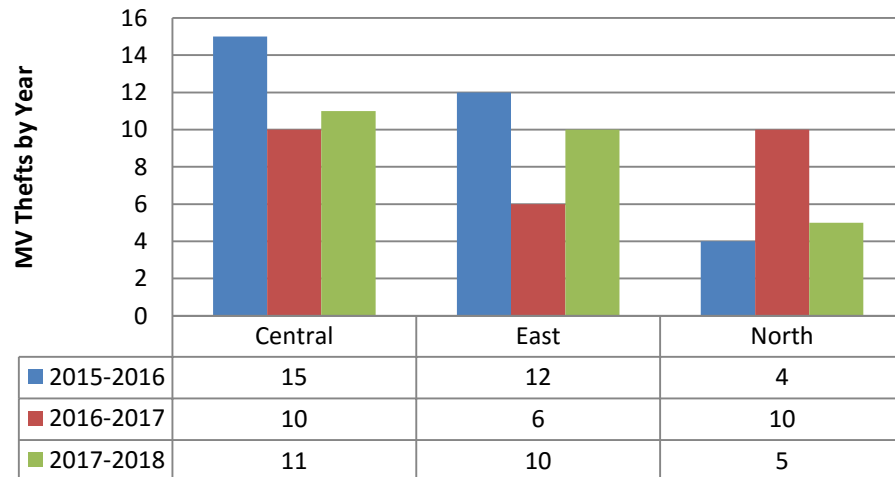


Uniform Crime Reporting Statistics (UCR) Definition

Larceny-theft (except motor vehicle theft): The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another. Examples are thefts of bicycles, motor vehicle parts and accessories, shoplifting, pocket-picking or the stealing of any property or article that is not taken by force and violence or by fraud. Includes attempted larcenies. Excludes embezzlement, confidence games, forgery, check fraud, etc.

- **City up** 8% from 2,611 to 2,825 since 2015 – 2016.

Motor Vehicle Theft



Uniform Crime Reporting Statistics (UCR) Definition

Motor vehicle theft: The theft or attempted theft of a motor vehicle. A motor vehicle is self-propelled and runs on land surface, not on rails. Excludes motorboats, construction equipment, airplanes and farming equipment.

- **City up** 3% from 258 to 265 since 2015 – 2016.

Citizen Perceptions in the Strategic Neighborhoods

Each year the City of Columbia conducts a random sample citizen satisfaction survey measuring perceptions of major service lines and other issues. Many questions are aligned with the City's 2016 – 2019 strategic plan. The responses in this section are associated with public safety, code enforcement and the ability to thrive in Columbia.

The survey sampling design was different in 2015 than in 2016 and 2017. Thus, 2015 data for the strategic Central, North and East neighborhoods is available only for three "lag measures" identified in the strategic plan:

- Satisfaction with public safety services (Police and Fire);
- Satisfaction with the overall feeling of safety in the city; and
- Agreement that Columbia is a place where one can thrive.

Many survey questions are scored using a five-point Likert Scale, with possible responses (in the case of "satisfaction," for example), of Very Satisfied, Satisfied, Neutral, Dissatisfied and Very Dissatisfied. Responses used in this report are those provided by individuals who had an opinion and do not include "Don't Know." The percentage responses shown in the graphs include the following.

- VS + S (Very Satisfied + Satisfied)
- VL + L (Very Likely + Likely)
- SA + S (Strongly Agree + Agree)

The report does not include data for the Paris/63 neighborhood added in 2017. This area was not built in to the City's strategic plan or into the survey's neighborhood sampling format.

The analysis compares city-wide responses to those in each neighborhood and its respective City ward. The wards can be considered the control group. The strategic neighborhoods can be considered the variables. The COU and other City agencies intentionally did things differently in the neighborhoods, so that's where variation can be expected.

More information on survey responses is available at www.como.gov. Reports were produced by ETC Institute, the Olathe, Kansas-based survey consultant with whom the City has contracted since 2003. Graphs were produced by the *State of the COU* author.

Central Neighborhood Selected 2017 Citizen Survey Results and Crime Data



Compared to 2016, in 2017 the 22 households that responded to the survey generally felt more satisfied with the status of their safety and somewhat less concerned about their risk of victimization.

Perceptions of Safety

More satisfied than 2016 and more satisfied than Ward 1

- Overall satisfaction with public safety services
- Overall feeling of safety
- Police efforts to prevent crime
- Police response time
- Overall quality of Police services

More satisfied than 2016 but less satisfied than Ward 1

- Safe walking in neighborhood during the day
- Safe walking in neighborhood at night

Victimization

Less concerned than 2016 and less concerned than Ward 1

- Likely to be a property crime victim
- Was an actual victim

Less concerned than 2016 but more concerned than Ward 1

- Likely to hear gunshots

More concerned than 2016 and more concerned than Ward 1

- Likely to be a violent crime victim

Perceived Neighborhood Problems

Less concerned than 2016 but more concerned than Ward 1

- Unsupervised children or teenagers
- Speeding on neighborhood streets

The same as 2016 but more concerned than Ward 1

- Crime, drugs or violence

Ability to Thrive

Less satisfied than 2016 and 1% less than Ward 1

Support for More Property Tax for Police and Fire

- Central – 49% very likely + likely
- Ward 1 – 59%
- City – 57%

Officer
Justin Thomas
Transferred

Recruitment
under way



Officer
Justin Anthony



Crime Rate Changes in Central Neighborhood: 2015 – 2018

These categories decreased compared to 2015 – 2016

- Calls for Service
- Reports
- Forcible Rape
- Robbery
- Aggravated Assault
- Burglary
- Larceny – Theft
- Motor Vehicle Theft

This category increased compared to 2015 – 2016

- Shots Fired/Heard Calls
- Criminal Homicide

Calls and Reports

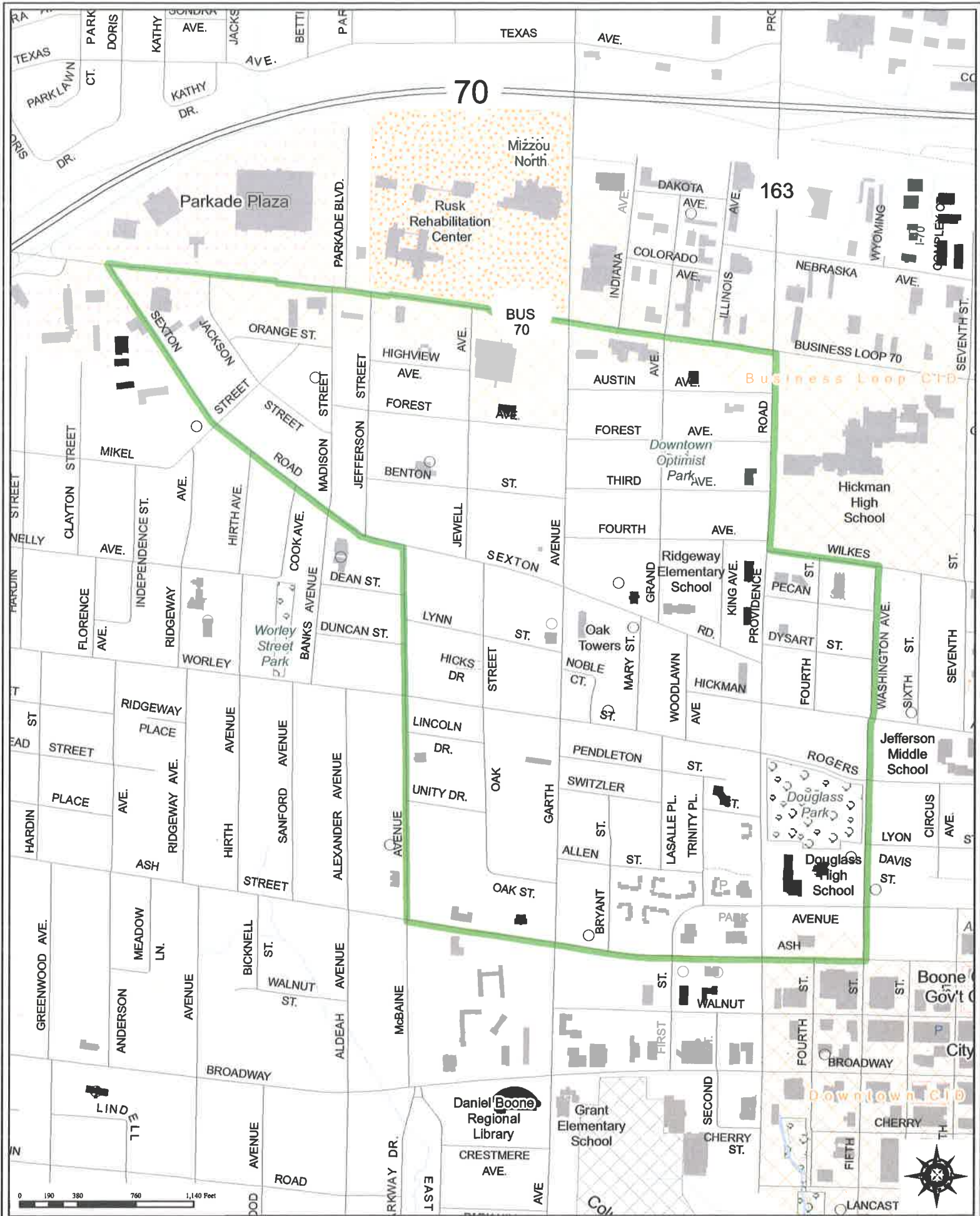
Year	Calls for Service	Reports	Shots Fired/Heard Calls
2015 - 2016	4163	841	52
2016 - 2017	3648	692	49
2017 - 2018	4069	630	55
% Change since 2015 - 2016	(2%)	(25%)	6%

Violent Crime

Year	Criminal Homicide	Forcible Rape	Robbery	Aggravated Assault
2015 - 2016	0	11	15	58
2016 - 2017	1	2	7	25
2017 - 2018	2	9	8	27
% Change since 2015 - 2016		(18%)	(47%)	(53%)

Property Crime

Year	Burglary	Larceny – Theft	Motor Vehicle Theft
2015 - 2016	24	95	15
2016 - 2017	29	85	10
2017 - 2018	6	82	11
% Change since 2015 - 2016	(75%)	(14%)	(27%)



- | | | | |
|----------------------------------|----------------------------|------------|-----------------------------------------------------------------|
| Neighborhood Service Area | -- Private Road, Not Named | Campus | Community Improvement Districts (CIDs) |
| North | -- Private Road, Named | Cemetery | Industrial |
| East | Trails | Commercial | Other Government |
| Central | City Parks | Government | Houses of Worship |
| | | | Structures (at least 5,000 sqft footprint or 50ft above ground) |
| | | | City of Columbia |
| | | | Boone County |

Central Strategic Plan Neighborhood

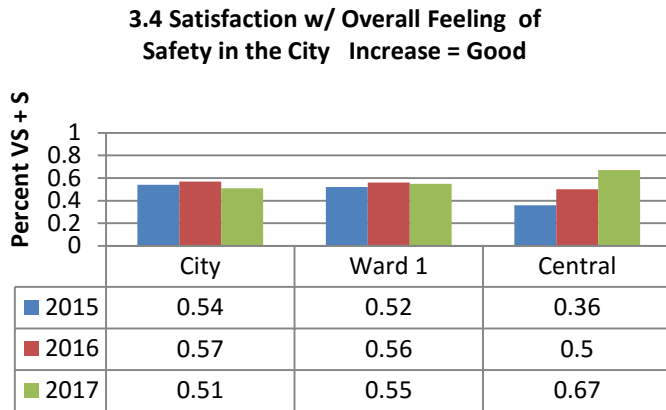
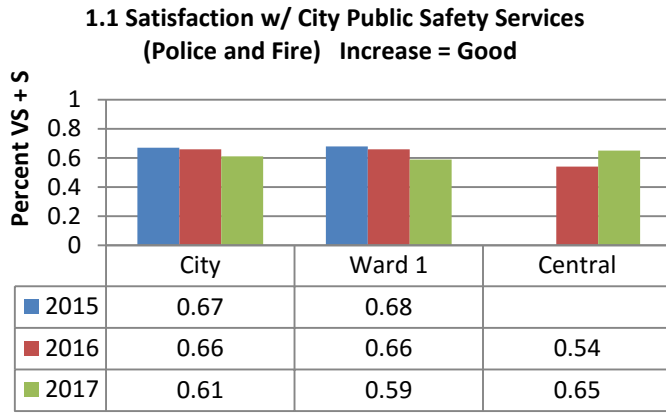
CITY of COLUMBIA, MISSOURI

CENTRAL, WARD 1 AND CITY

**Citizen Survey: Selected Public Safety Indicators
2015 – 2017 Comparison, Where Possible**

One of 12 major City services rated. Subsequent question asks respondents to list top four most important services, and public safety usually is most important City-wide.

No neighborhood sampling in 2015.

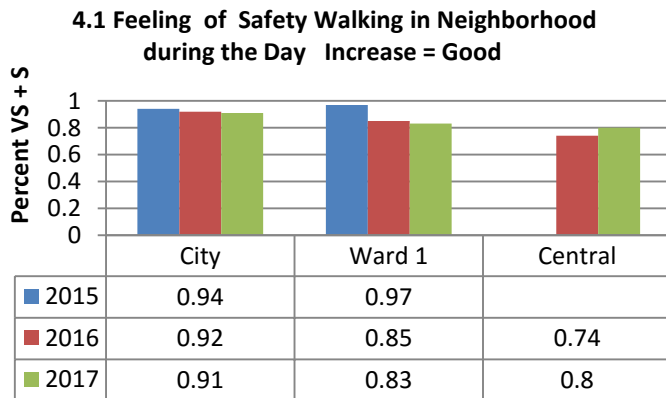


One of six perceptions or feelings about living in the City.

Strategic lag measure for public safety: Increase overall feeling of safety by 6% by 2019.

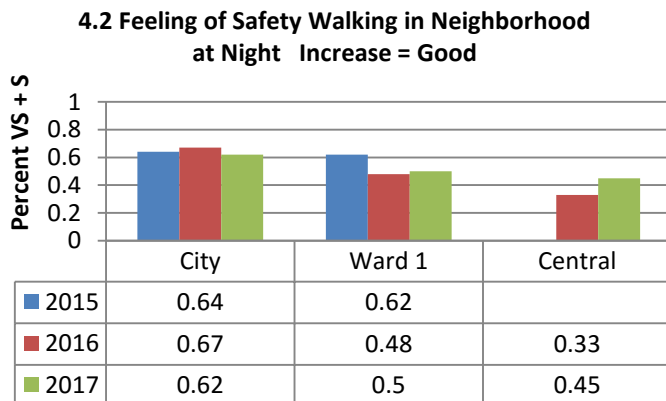
Central exceeds goal.

2015 neighborhood sample derived from overall responses.



One of five perceptions or feelings about safety. Others relate to downtown and parks.

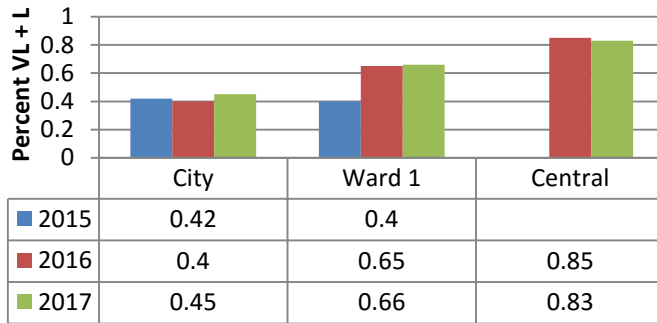
No neighborhood sampling in 2015.



One of five perceptions or feelings about safety. Others relate to downtown and parks.

No neighborhood sampling in 2015.

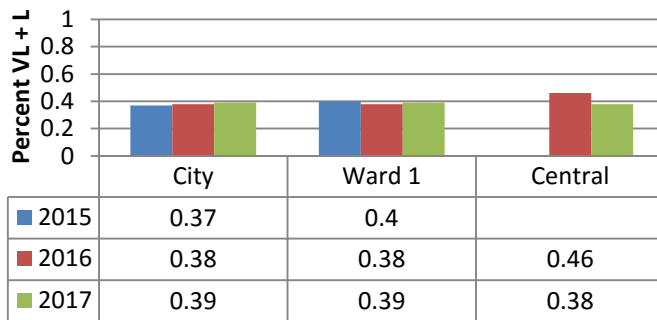
5.1 Likelihood of Hearing Gunshots Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

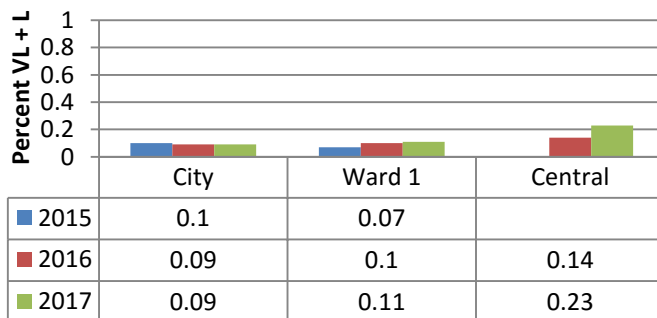
5.2 Likelihood of Being a Property Crime Victim Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

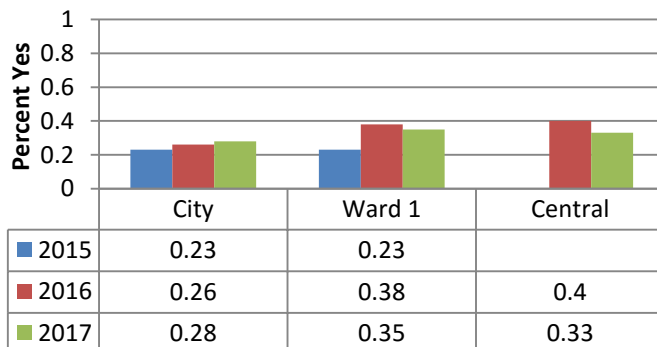
5.3 Likelihood of Being a Violent Crime Victim Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

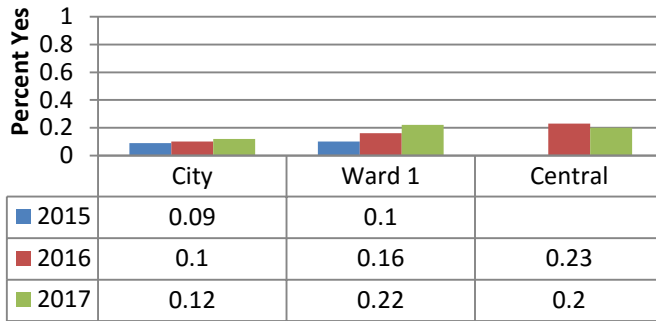
30.1 Have Used Police Services



One of ten City services listed.

No neighborhood sampling in 2015.

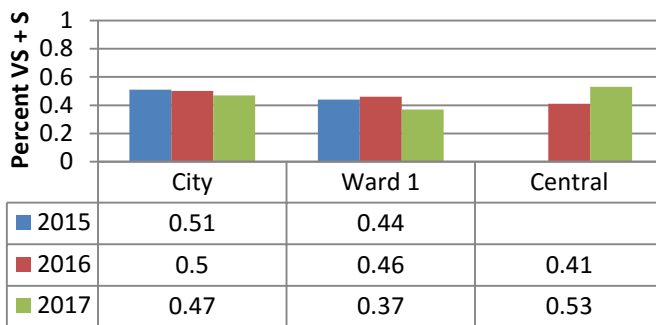
30.2 Have Been a Victim of Crime
Decrease = Good



One of 10 City services listed.

No neighborhood sampling in 2015.

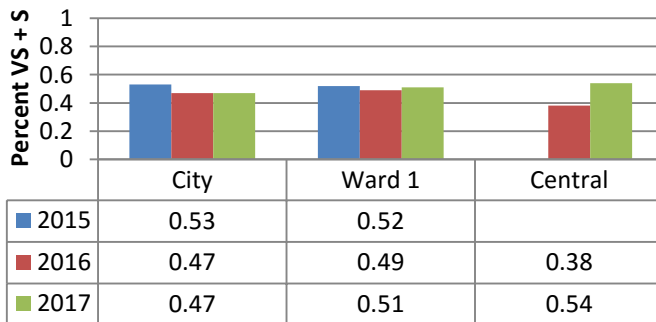
6.1 Satisfaction w/ Police Efforts to Prevent Crime
Increase = Good



One of six public safety services rated. Others relate to fire and municipal court.

No neighborhood sampling in 2015.

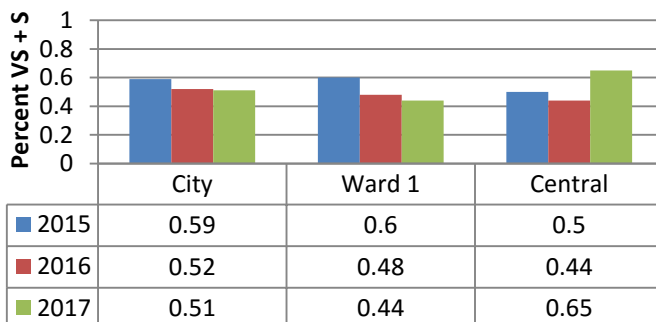
6.2 Satisfaction w/ How Quickly Police Respond to Emergencies Increase = Good



One of six public safety services rated. Others relate to fire and municipal court.

No neighborhood sampling in 2015.

6.3 Satisfaction w/ Overall Quality of Police Services Increase = Good



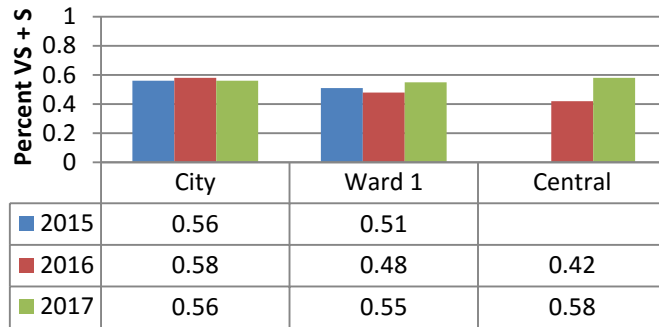
One of six public safety services rated. Others relate to fire and municipal court.

Strategic lag measure for public safety: Increase overall satisfaction with police services by 6% by 2019.

2015 neighborhood sample derived from overall responses.

Central exceeds goal.

**12.1 Satisfaction w/ Residential
Property Maintenance Increase = Good**

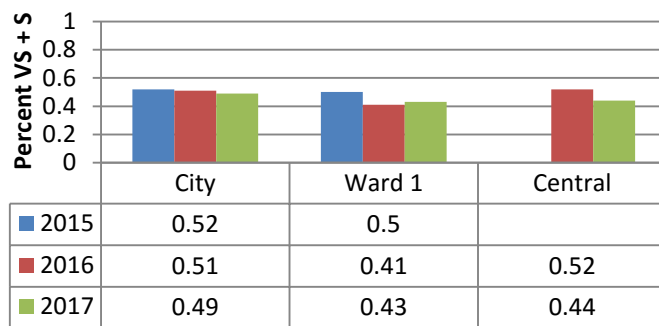


One of six code enforcement services rated. Others relate to business property and trash/litter.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**12.2 Satisfaction w/ Residential Code Enforcement
Increase = Good**

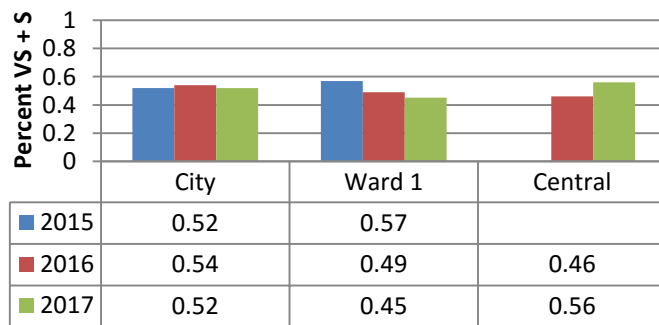


One of six code enforcement services rated. Others relate to business property and trash/litter.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**12.6 Satisfaction w/ Trash and Litter Clean-Up
Increase = Good**

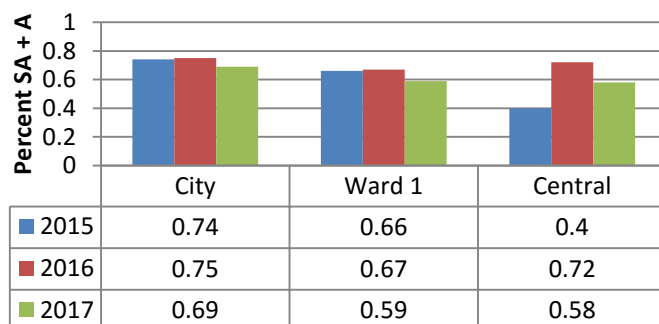


One of six code enforcement services rated. Others relate to business and residential property.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**15.2 Agreement that Columbia is a
Place Where I can Thrive Increase = Good**

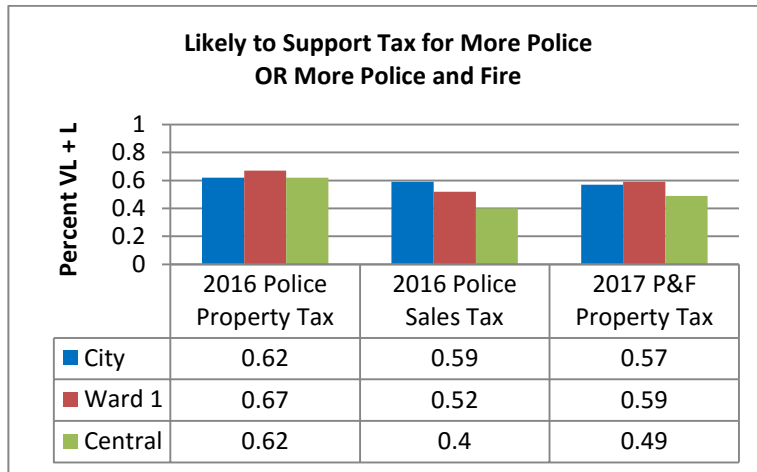


One of nine perceptions of personal well-being rated. Others relate to quality of life and economic opportunity.

Strategic lag measure for social equity: Increase overall agreement that one can thrive from 74% to 79% by 12/31/18.

2015 neighborhood sample derived from overall responses.

Central exceeds percentage increase goal.



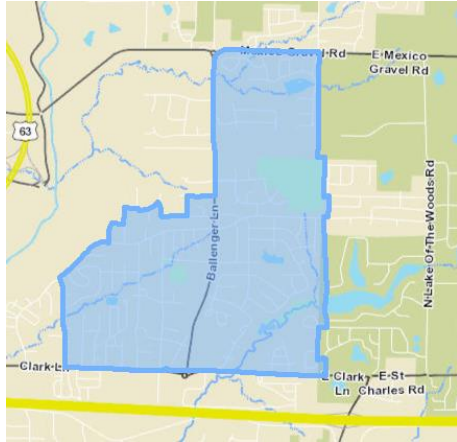
In 2016, Central equals City in support for Police property tax increase and lags behind City and Ward for Police sales tax.

In 2017, Central lags City and Ward for Police and Fire property tax.

2 Summary of Top 4 Most Important Services for City to Provide								
City			Ward 1			Central		
2015	2016	2017	2015	2016	2017	2015	2016	2017
Public Safety .85	Public Safety .85	Public Safety .82	Public Safety .82	Public Safety .76	Public Safety .61	AREA NOT SAMPLED THIS YEAR	Public Safety .68	Public Safety .60
Utilities .64	Utilities .64	Utilities .59	Utilities and Streets .64	Utilities .60	Utilities .51		Utilities .43	Streets .38
Streets .59	Streets .58	Streets .58	Trash Service .38	Streets .44	Streets .39		Trash Service and Pub Health .40	Utilities .35
Trash Service .47	Trash Service .44	Trash Service .40	Parks & Rec Programs .26	Trash Service .42	Public Health .37		Transit .33	Transit .33

21 Neighborhood Problems: Selected Indicators Associated with Police Calls and Complaints Percentage who said they were Moderate – Major Problems									
Indicator	City			Ward 1			Central		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
21.1 Crime, drugs or violence	.28	.28	.35	.24	.49	.59	AREA NOT SAMPLED THIS YEAR	.70	.70
21.9 Unsupervised children or teenagers	.19	.22	.22	.20	.39	.39		.63	.45
21.10 Speeding on neighborhood streets	.39	.44	.44	.34	.63	.52		.76	.65
21.17 Graffiti	.06	.05	.04	.06	.12	.08		.27	.13
21.18 Abandoned cars or vehicles	.06	.05	.04	.06	.13	.12		.30	.22

East Neighborhood Selected 2017 Citizen Survey Results and Crime Data



Compared to 2016, in 2017, the 28 households that responded to the survey generally felt more satisfied with the status of their safety but more concerned about their risk of victimization.

Perceptions of Safety

More satisfied than 2016 and more satisfied than Ward 3

- Overall satisfaction with public safety services
- Overall feeling of safety
- Police efforts to prevent crime
- Police response time

More satisfied than 2016 but less satisfied than Ward 3

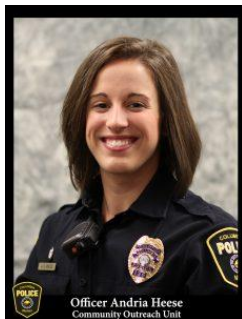
- Safe walking in neighborhood at night

Less satisfied than 2016 but more satisfied than Ward 3

- Overall quality of Police services

Less satisfied than 2016 and less satisfied than Ward 3

- Safe walking in neighborhood during the day



Officer
Andria Heese



Officer
Phillip Shull

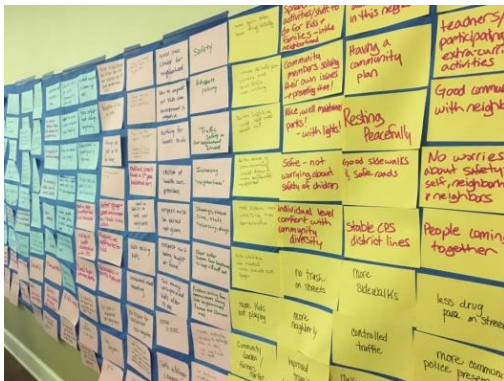
Victimization

Less concerned than 2016 but more concerned than Ward 3

- Likely to hear gunshots

More concerned than 2016 and more concerned than Ward 3

- Likely to be a property crime victim
- Likely to be a violent crime victim
- Was an actual victim



Perceived Neighborhood Problems

Less concerned than 2016 but more concerned than Ward 3

- Crime, drugs or violence
- Unsupervised children or teenagers
- Speeding on neighborhood streets

Ability to Thrive

More satisfied than 2016 and more satisfied than Ward 3

Support for More Property Tax for Police and Fire

- East - 68% very likely + likely
- Ward 3 - 53%
- City - 57%



Crime Rate Changes in East Neighborhood: 2015 – 2018

These categories decreased compared to 2015 – 2016

- Reports
- Shots Fired/Heard Calls
- Forcible Rape
- Robbery
- Aggravated Assault
- Burglary
- Motor Vehicle Theft

These categories increased compared to 2015 – 2016

- Calls for Service
- Criminal Homicide
- Larceny Theft

Calls and Reports

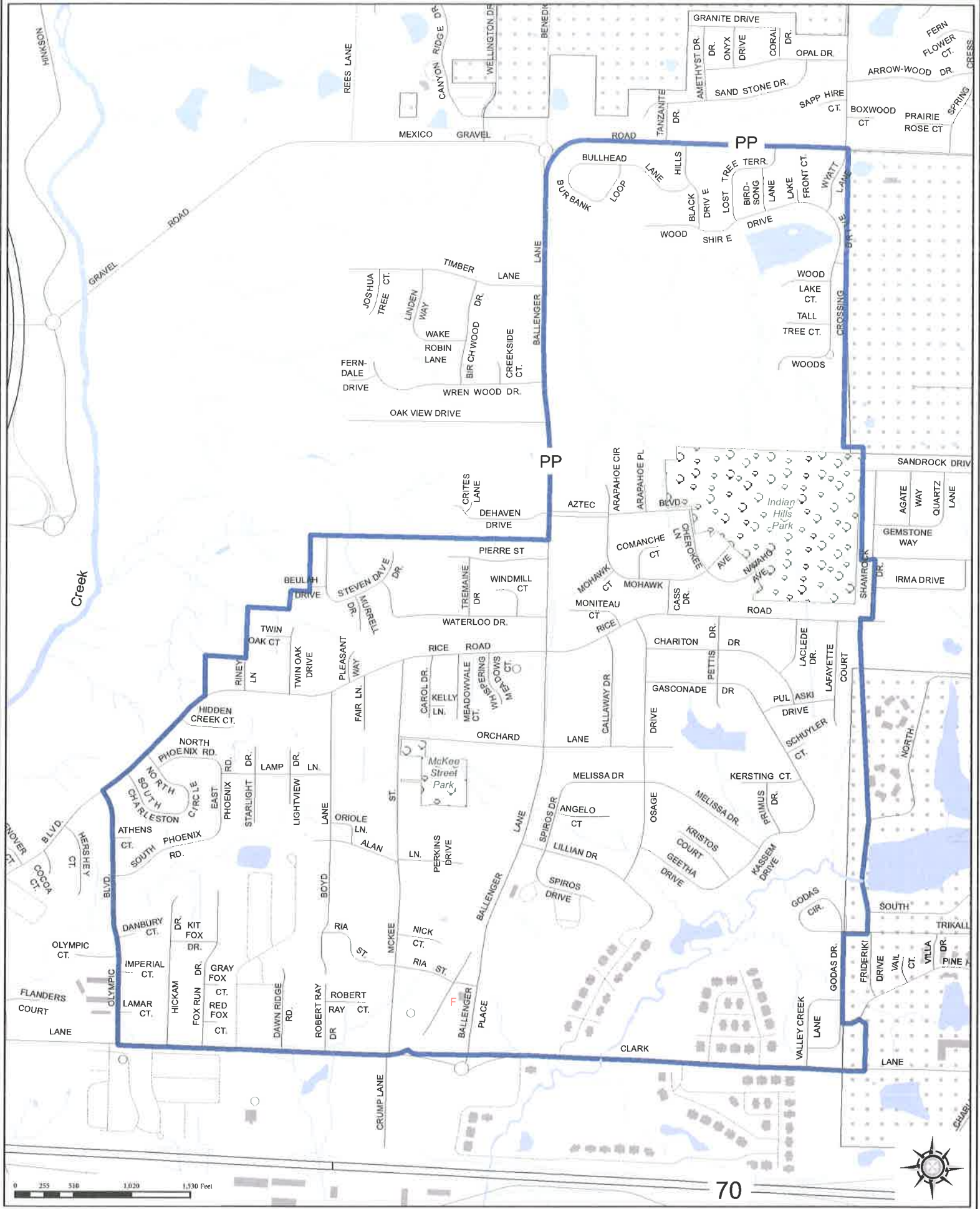
Year	Calls for Service	Reports	Shots Fired/Heard Calls
2015 - 2016	2429	480	48
2016 - 2017	2478	398	19
2017 - 2018	2533	429	45
% Change since 2015 - 2016	4%	(11%)	(6%)

Violent Crime

Year	Criminal Homicide	Forcible Rape	Robbery	Aggravated Assault
2015 - 2016	0	4	4	37
2016 - 2017	0	6	1	20
2017 - 2018	2	3	1	23
% Change since 2015 - 2016		(25%)	(75%)	(38%)

Property Crime

Year	Burglary	Larceny – Theft	Motor Vehicle Theft
2015 - 2016	38	57	12
2016 - 2017	33	43	6
2017 - 2018	28	73	10
% Change since 2015 - 2016	(26%)	28%	(17%)



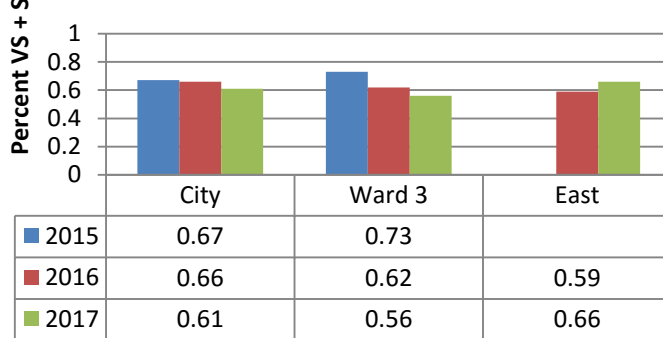
EAST, WARD 3 AND CITY

Citizen Survey: Selected Public Safety Indicators 2015 – 2017 Comparison, Where Possible

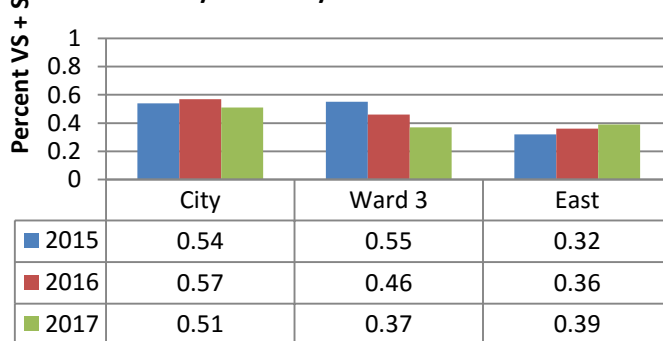
One of 12 major City services rated. Subsequent question asks respondents to list top four most important services, and public safety usually is most important City-wide.

No neighborhood sampling in 2015.

1.1 Satisfaction w/ City Public Safety Services (Police and Fire) Increase = Good



3.4 Satisfaction w/ Overall Feeling of Safety in the City Increase = Good



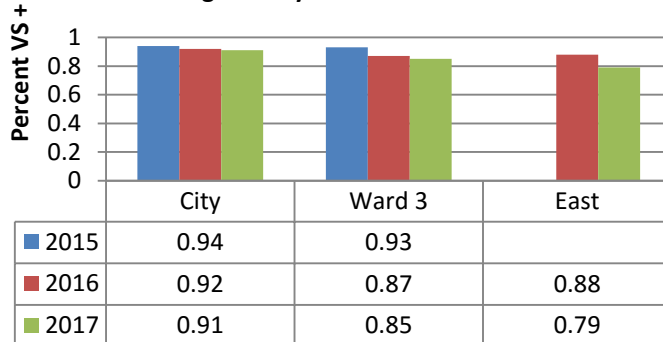
One of six perceptions or feelings about living in the City.

Strategic lag measure for public safety: Increase overall feeling of safety by 6% by 2019.

East exceeds goal.

2015 neighborhood sample derived from overall responses.

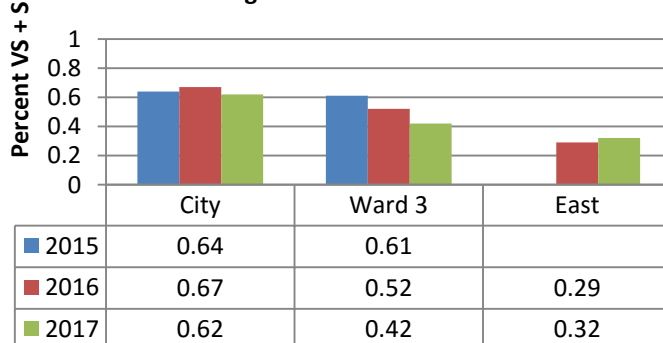
4.1 Feeling of Safety Walking in Neighborhood during the Day Increase = Good



One of five perceptions or feelings about safety. Others relate to downtown and parks.

No neighborhood sampling in 2015.

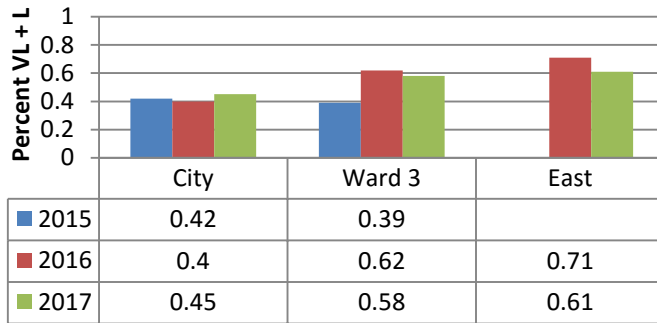
4.2 Feeling of Safety Walking in Neighborhood at Night Increase = Good



One of five perceptions or feelings about safety. Others relate to downtown and parks.

No neighborhood sampling in 2015.

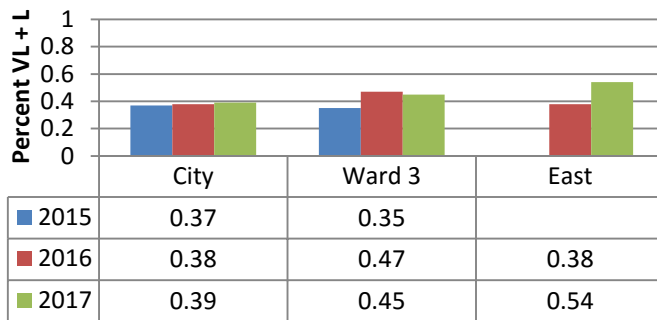
5.1 Likelihood of Hearing Gunshots Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

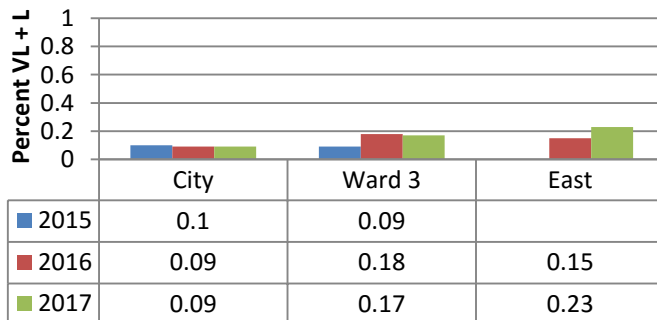
5.2 Likelihood of Being a Property Crime Victim Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

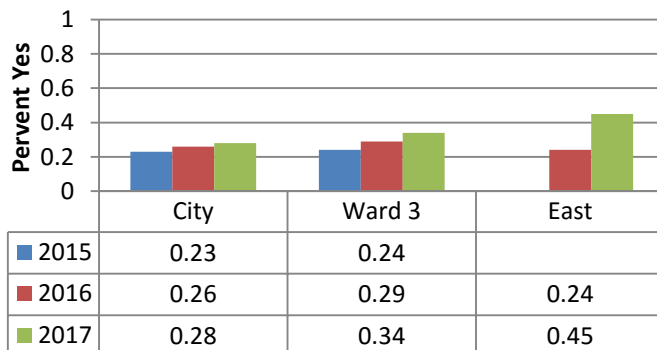
5.3 Likelihood of Being a Violent Crime Victim Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

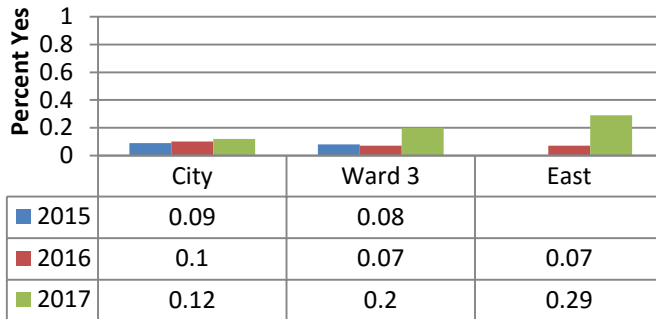
30.1 Have Used Police Services



One of ten City services listed.

No neighborhood sampling in 2015.

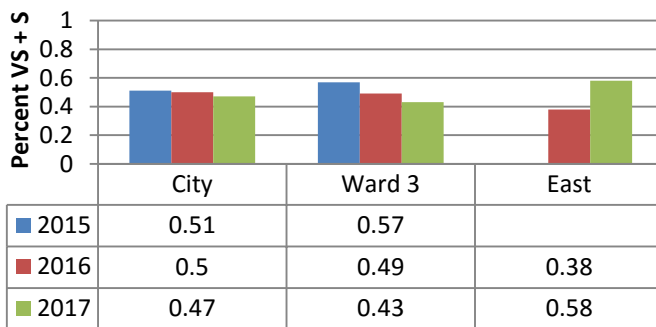
30.2 Have Been a Victim of Crime Decrease = Good



One of 10 City services listed.

No neighborhood sampling in 2015.

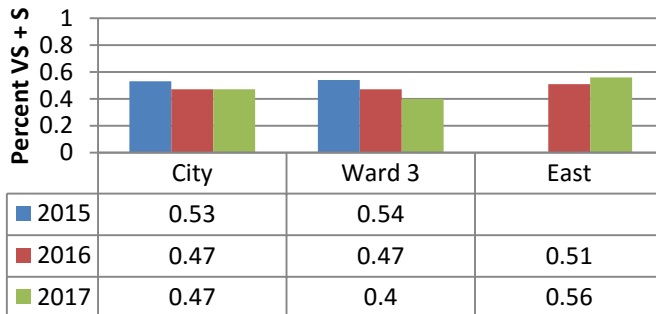
6.1 Satisfaction w/ Police Efforts to Prevent Crime Increase = Good



One of six public safety services rated. Others relate to fire and municipal court.

No neighborhood sampling in 2015.

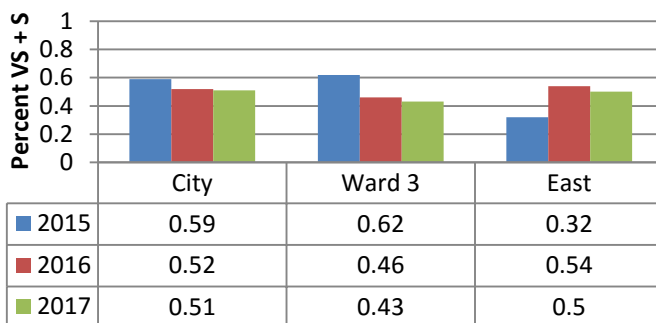
6.2 Satisfaction w/ How Quickly Police Respond to Emergencies Increase = Good



One of six public safety services rated. Others relate to fire and municipal court.

No neighborhood sampling in 2015.

6.3 Satisfaction w/ Overall Quality of Police Services Increase = Good



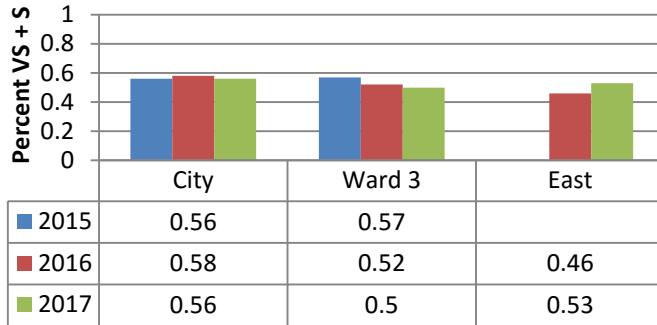
One of six public safety services rated. Others relate to fire and municipal court.

Strategic lag measure for public safety: Increase overall satisfaction with police services by 6% by 2019.

2015 neighborhood sample derived from overall responses.

East exceeds goal.

**12.1 Satisfaction w/ Residential
Property Maintenance Increase = Good**

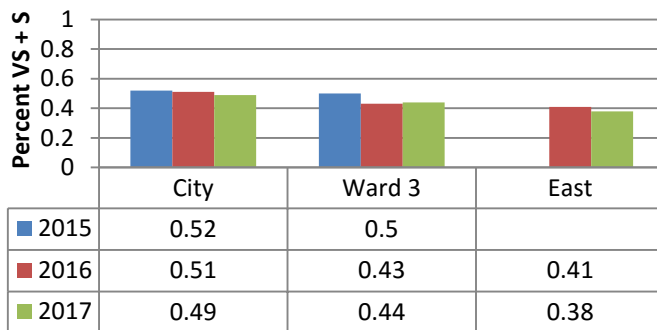


One of six code enforcement services rated. Others relate to business property and trash/litter.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**12.2 Satisfaction w/ Residential Code Enforcement
Increase = Good**

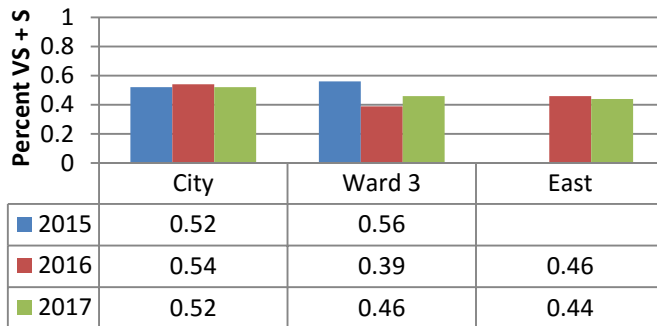


One of six code enforcement services rated. Others relate to business property and trash/litter.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**12.6 Satisfaction w/ Trash and Litter Clean-Up
Increase = Good**

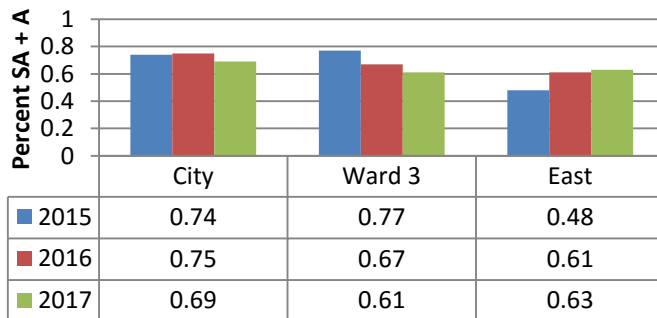


One of six code enforcement services rated. Others relate to business and residential property.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**15.2 Agreement that Columbia is a
Place Where I can Thrive Increase = Good**

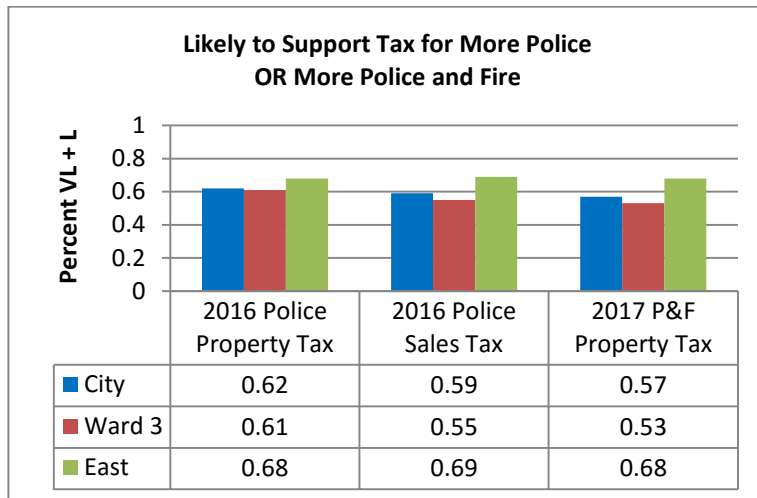


One of nine perceptions of personal well-being rated. Others relate to quality of life and economic opportunity.

Strategic lag measure for social equity: Increase overall agreement that one can thrive from 74% to 79% by 12/31/18.

2015 neighborhood sample derived from overall responses.

East exceeds percentage increase goal.



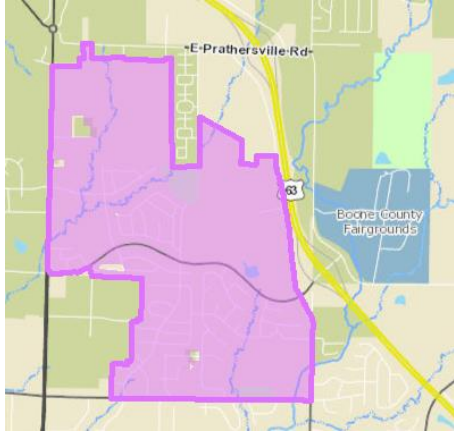
In 2016, East exceeds City and Ward in support for both Police property tax increase and Police sales tax.

In 2017, East exceeds City and Ward for Police and Fire property tax.

2 Summary of Top 4 Most Important Services for City to Provide								
City			Ward 3			East		
2015	2016	2017	2015	2016	2017	2015	2016	2017
Public Safety .85	Public Safety .85	Public Safety .82	Public Safety .82	Public Safety .82	Public Safety .80	AREA NOT SAMPLED THIS YEAR	Public Safety .83	Public Safety .83
Utilities .64	Utilities .64	Utilities .59	Utilities .63	Streets .58	Streets .58		Streets .57	Streets .67
Streets .59	Streets .58	Streets .58	Streets .58	Utilities .56	Utilities .56		Utilities .55	Utilities .60
Trash Service .47	Trash Service .44	Trash Service .40	Trash Service .54	Trash Service .39	Trash Service .35		Public Health .36	Trash Service .48

21 Neighborhood Problems: Selected Indicators Associated with Police Calls and Complaints Percentage who said they were Moderate – Major Problems									
Indicator	City			Ward 3			East		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
21.1 Crime, drugs or violence	.28	.28	.35	.29	.43	.48	AREA NOT SAMPLED THIS YEAR	.51	.49
21.9 Unsupervised children or teenagers	.19	.22	.22	.17	.36	.27		.48	.35
21.10 Speeding on neighborhood streets	.39	.44	.44	.38	.50	.49		.53	.50
21.17 Graffiti	.06	.05	.04	.06	.06	.05		.05	0
21.18 Abandoned cars or vehicles	.06	.05	.04	.06	.09	.04		.10	.03

North Neighborhood Selected 2017 Citizen Survey Results and Crime Data



Compared to 2016, in 2017, the 34 households that responded to the survey generally felt less satisfied with the status of their safety and somewhat more concerned about their risk of victimization.

Perceptions of Safety

Less satisfied than 2016 but more satisfied than Ward 2

- Police efforts to prevent crime
- Police response time
- Overall quality of Police services

Less satisfied than 2016 and less satisfied than Ward 2

- Overall satisfaction with public safety services
- Overall feeling of safety
- Safe walking in neighborhood during the day
- Safe walking in neighborhood at night

Victimization

Less concerned than 2016 and less concerned than Ward 2

- Likely to be a violent crime victim

More concerned than 2016 and more concerned than Ward 2

- Likely to hear gunshots
- Likely to be a property crime victim
- Was an actual victim

Perceived Neighborhood Problems

More concerned than 2016 and more concerned than Ward 2

- Crime, drugs or violence
- Unsupervised children or teenagers
- Speeding on neighborhood streets

Ability to Thrive

Less satisfied than 2016 and less satisfied than Ward 2

Support for More Property Tax for Police and Fire

- North – 69% very likely + likely
- Ward 2 – 60%
- City – 57%

Officer Scott Lenger
promoted

Recruitment
under way



Officer
Matthew Rodriguez



Crime Rate Changes in North Neighborhood: 2015 – 2018

These categories decreased compared to 2015 – 2016

- Calls for Service
- Reports
- Shots Fired/Heard Calls
- Forcible Rape
- Aggravated Assault
- Burglary
- Larceny – Theft

These categories increased compared to 2015 – 2016

- Robbery
- Motor Vehicle Theft

NO CRIMINAL HOMICIDES

Calls and Reports

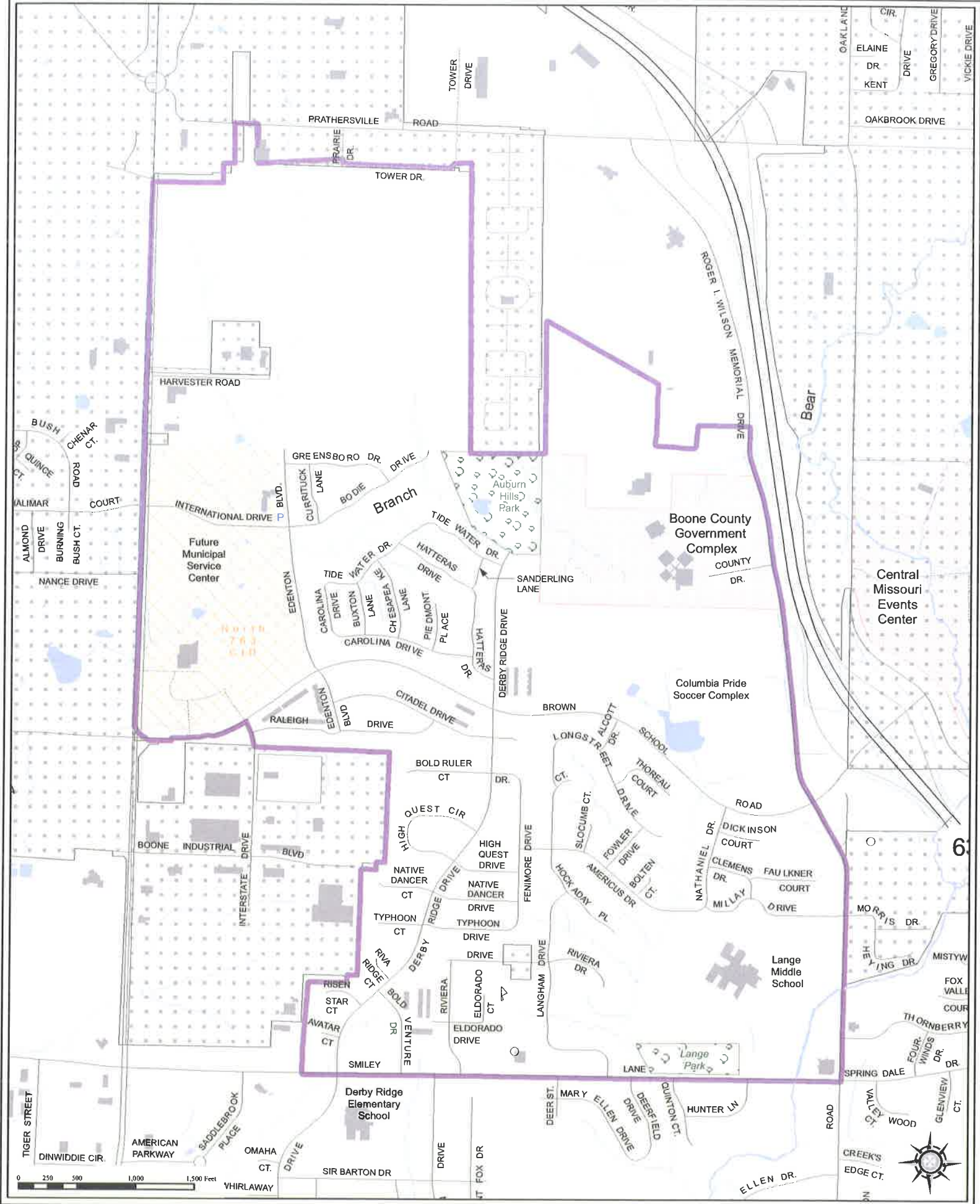
Year	Calls for Service	Reports	Shots Fired/Heard Calls
2015 - 2016	2018	358	37
2016 - 2017	1638	304	17
2017 - 2018	1489	254	22
% Change since 2015 - 2016	(26%)	(29%)	(41%)

Violent Crime

Year	Criminal Homicide	Forcible Rape	Robbery	Aggravated Assault
2015 - 2016	0	2	0	32
2016 - 2017	0	5	1	18
2017 - 2018	0	1	1	13
% Change since 2015 - 2016		(50%)		(59%)

Property Crime

Year	Burglary	Larceny – Theft	Motor Vehicle Theft
2015 - 2016	36	35	4
2016 - 2017	13	32	10
2017 - 2018	19	33	5
% Change since 2015 - 2016	(47%)	(6%)	25%



Neighborhood Service Area

- North
- East
- Central

Private Road, Not Named

Private Road, Named

Trails

City Parks

Campus

Cemetery

Commercial

Other Government

Houses of Worship

Structures (at least 5,000 sqft footprint or 50ft above ground)

City of Columbia

Boone County

North Strategic Plan Neighborhood

CITY of COLUMBIA, MISSOURI

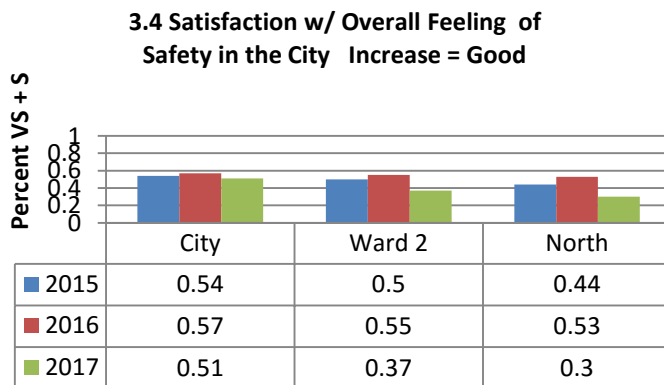
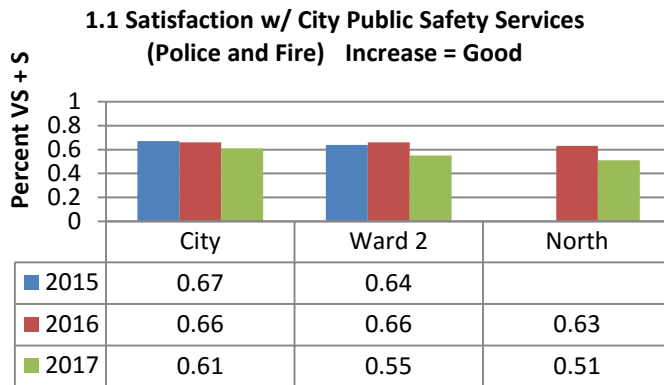
February 2016

NORTH, WARD 2 AND CITY

Citizen Survey: Selected Public Safety Indicators 2015 – 2017 Comparison, Where Possible

One of 12 major City services rated. Subsequent question asks respondents to list top four most important services, and public safety usually is most important City-wide.

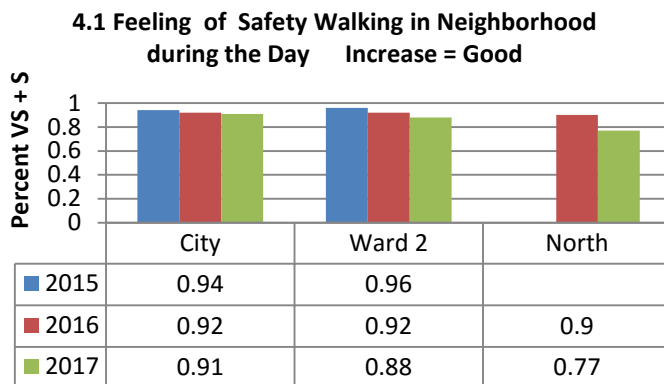
No neighborhood sampling in 2015.



One of six perceptions or feelings about living in the City.

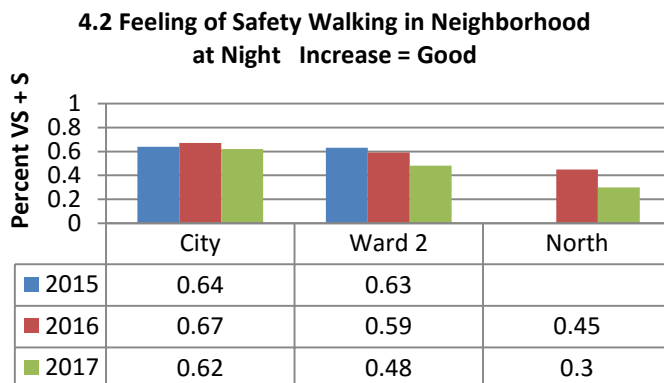
Strategic lag measure for public safety: Increase overall feeling of safety by 6% by 2019.

2015 neighborhood sample derived from overall responses.



One of five perceptions or feelings about safety. Others relate to downtown and parks.

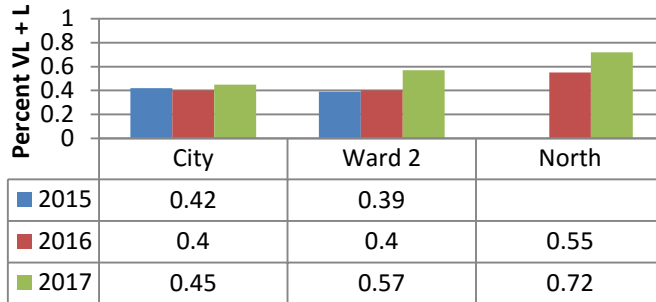
No neighborhood sampling in 2015.



One of five perceptions or feelings about safety. Others relate to downtown and parks.

No neighborhood sampling in 2015.

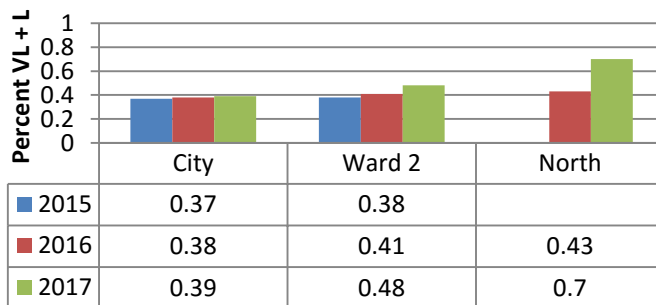
5.1 Likelihood of Hearing Gunshots Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

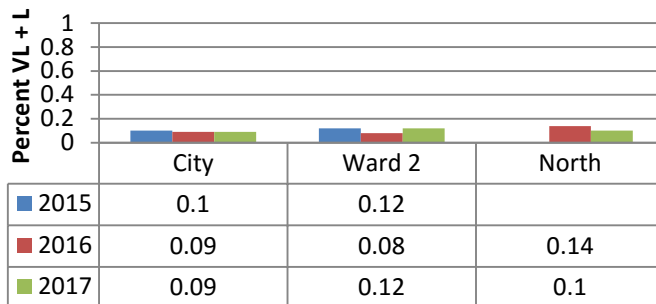
5.2 Likelihood of Being a Property Crime Victim Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

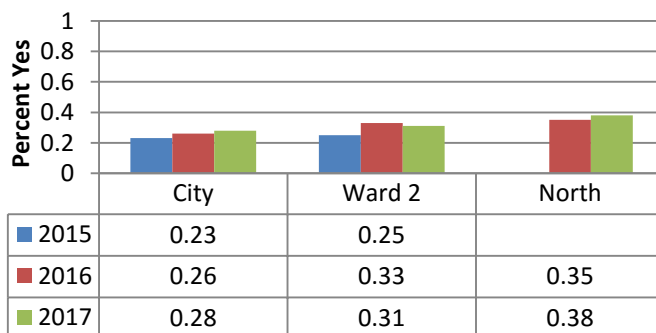
5.3 Likelihood of Being a Violent Crime Victim Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

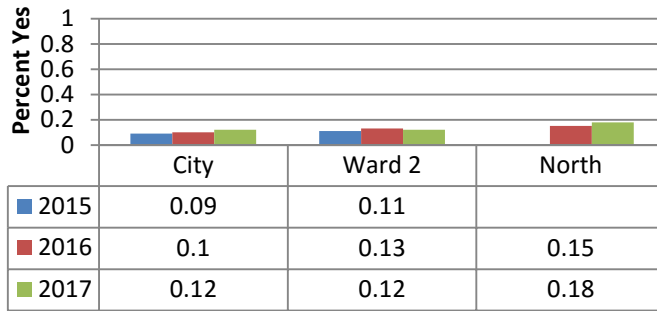
30.1 Have Used Police Services



One of ten City services listed.

No neighborhood sampling in 2015.

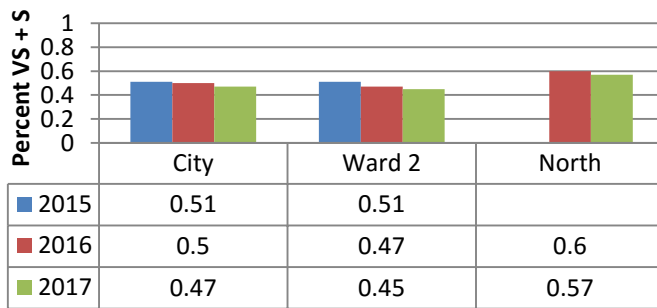
30.2 Have Been a Victim of Crime
Decrease = Good



One of 10 City services listed.

No neighborhood sampling in 2015.

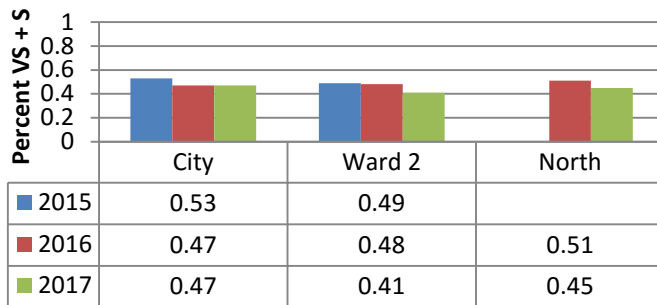
6.1 Satisfaction w/ Police Efforts to Prevent Crime
Increase = Good



One of six public safety services rated. Others relate to fire and municipal court.

No neighborhood sampling in 2015.

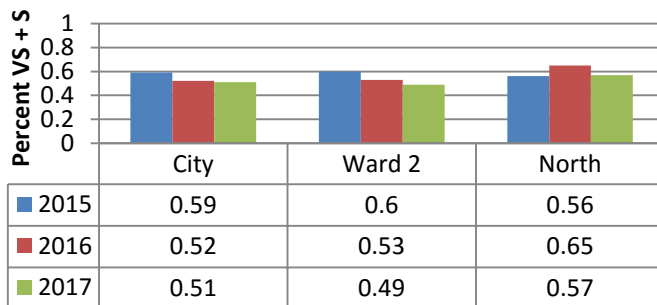
6.2 Satisfaction w/ How Quickly Police Respond to Emergencies
Increase = Good



One of six public safety services rated. Others relate to fire and municipal court.

No neighborhood sampling in 2015.

6.3 Satisfaction w/ Overall Quality of Police Services
Increase = Good

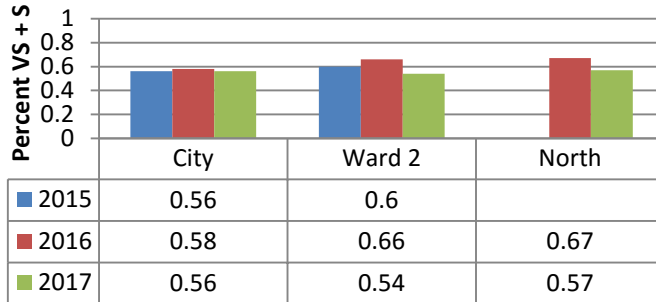


One of six public safety services rated. Others relate to fire and municipal court.

Strategic lag measure for public safety: Increase overall satisfaction with police services by 6% by 2019.

2015 neighborhood sample derived from overall responses.

**12.1 Satisfaction w/ Residential
Property Maintenance Increase = Good**

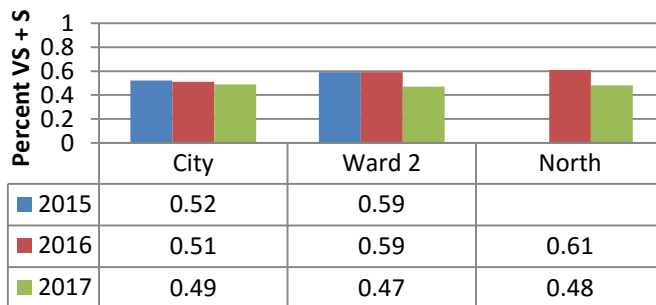


One of six code enforcement services rated. Others relate to business property and trash/litter.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**12.2 Satisfaction w/ Residential Code Enforcement
Increase = Good**

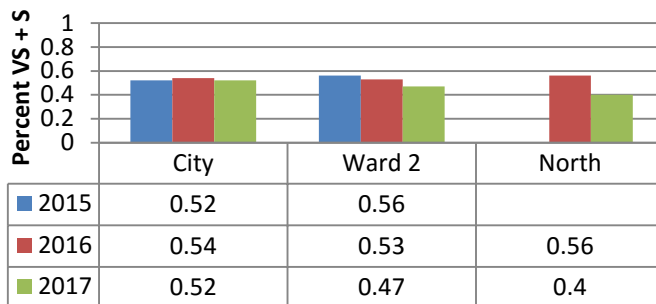


One of six code enforcement services rated. Others relate to business property and trash/litter.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**12.6 Satisfaction w/ Trash and Litter Clean-Up
Increase = Good**

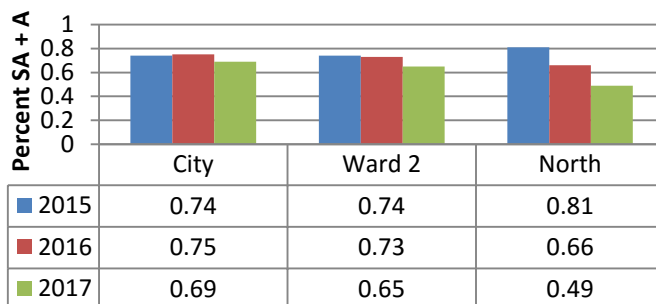


One of six code enforcement services rated. Others relate to business and residential property.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

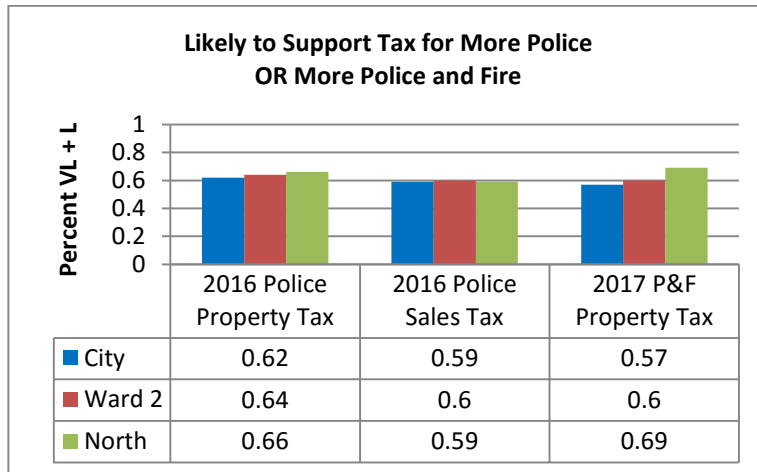
**15.2 Agreement that Columbia is a
Place Where I can Thrive Increase = Good**



One of nine perceptions of personal well-being rated. Others relate to quality of life and economic opportunity.

Strategic lag measure for social equity: Increase overall agreement that one can thrive from 74% to 79% by 12/31/18.

2015 neighborhood sample derived from overall responses.



In 2016, North exceeds City and Ward in support for Police property tax increase and equals or is comparable to both City and Ward for Police sales tax.

In 2017, North exceeds City and Ward support for Police and Fire property tax.

2 Summary of Top 4 Most Important Services for City to Provide								
City			Ward 2			North		
2015	2016	2017	2015	2016	2017	2015	2016	2017
Public Safety .85	Public Safety .85	Public Safety .82	Public Safety .87	Public Safety .87	Public Safety .88	AREA NOT SAMPLED THIS YEAR	Public Safety .83	Public Safety .90
Utilities .64	Utilities .64	Utilities .59	Streets .67	Utilities .67	Streets .59		Utilities .60	Streets .60
Streets .59	Streets .58	Streets .58	Utilities .62	Streets .61	Utilities .56		Streets .50	Utilities .50
Trash Service .47	Trash Service .44	Trash Service .40	Trash Service .44	Trash Service .41	Trash Service .41		Trash Service .33	Trash Service .40

21 Neighborhood Problems: Selected Indicators Associated with Police Calls and Complaints Percentage who said they were Moderate – Major Problems									
Indicator	City			Ward 2			North		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
21.1 Crime, drugs or violence	.28	.28	.35	.29	.32	.51	AREA NOT SAMPLED THIS YEAR	.45	.75
21.9 Unsupervised children or teenagers	.19	.22	.22	.21	.25	.36		.30	.57
21.10 Speeding on neighborhood streets	.39	.44	.44	.34	.41	.52		.44	.62
21.17 Graffiti	.06	.05	.04	.07	.04	.05		.03	.03
21.18 Abandoned cars or vehicles	.06	.05	.04	.06	.03	.05		.05	.05

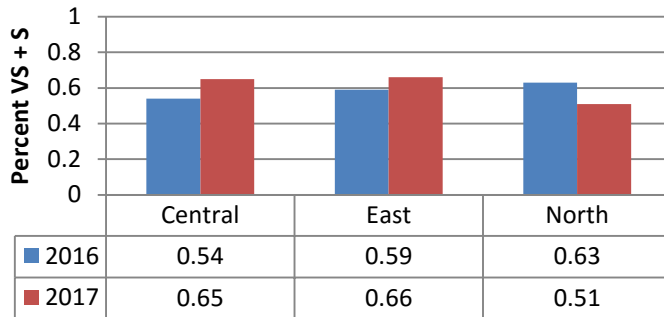
CENTRAL – EAST – NORTH COMPARED

Citizen Survey: Selected Public Safety Indicators 2015 – 2017 Comparison, Where Possible

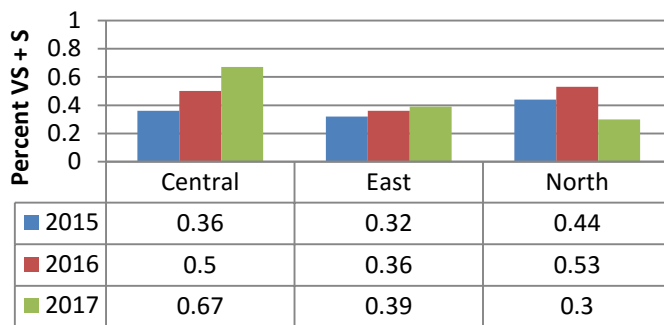
One of 12 major City services rated. Subsequent question asks respondents to list top four most important services, and public safety usually is most important City-wide.

No neighborhood sampling in 2015.

1.1 Satisfaction w/ City Public Safety Services (Police and Fire) Increase = Good



3.4 Satisfaction w/ Overall Feeling of Safety in the City Increase = Good



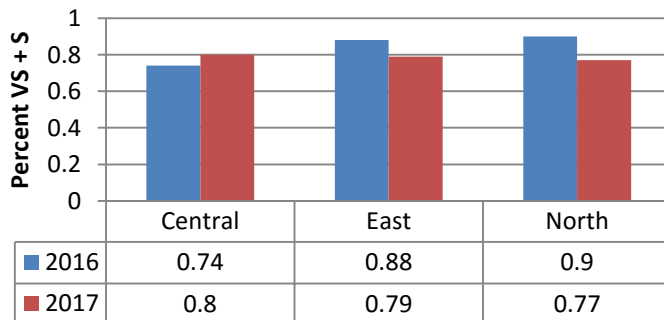
One of six perceptions or feelings about living in the City.

Strategic lag measure for public safety: Increase overall feeling of safety by 6% by 2019.

Central and East exceed goal.

2015 neighborhood sample derived from overall responses.

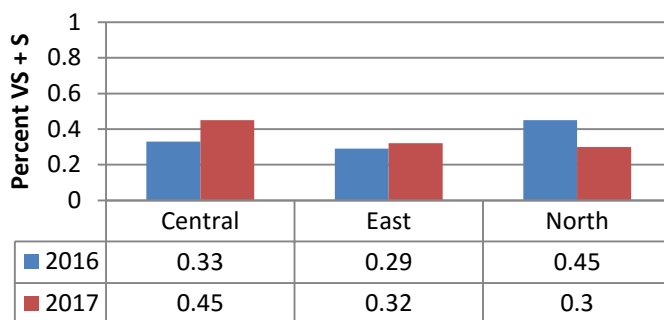
4.1 Feeling of Safety Walking in Neighborhood during the Day Increase = Good



One of five perceptions or feelings about safety. Others relate to downtown and parks.

No neighborhood sampling in 2015.

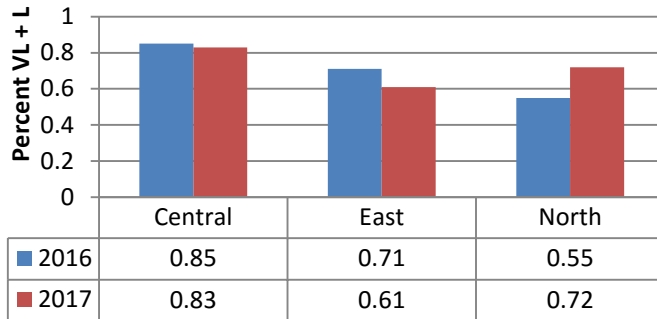
4.2 Feeling of Safety Walking in Neighborhood at Night Increase = Good



One of five perceptions or feelings about safety. Others relate to downtown and parks.

No neighborhood sampling in 2015.

5.1 Likelihood of Hearing Gunshots Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

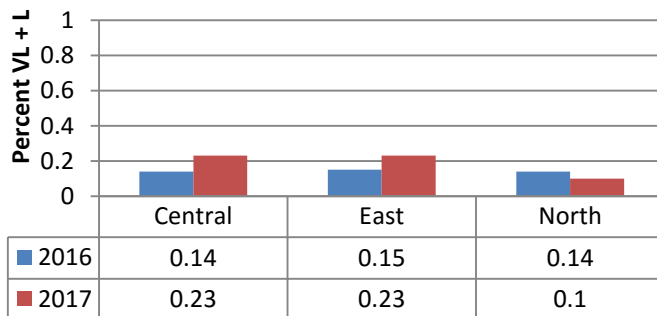
5.2 Likelihood of Being a Property Crime Victim Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

5.3 Likelihood of Being a Violent Crime Victim Decrease = Good



One of four public safety concerns, including likelihood of being a fire victim, rated.

No neighborhood sampling in 2015.

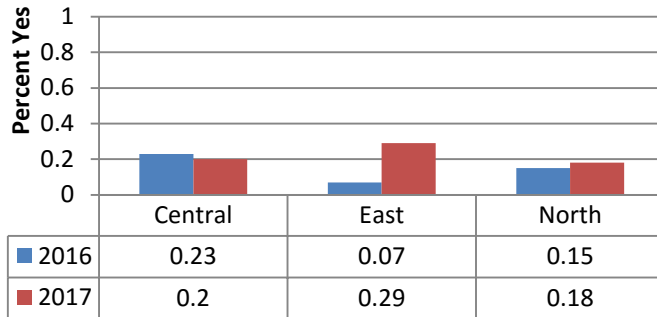
30.1 Have Used Police Services



One of ten City services listed.

No neighborhood sampling in 2015.

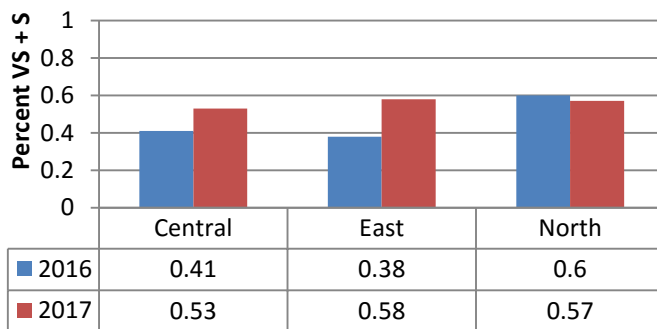
30.2 Have Been a Victim of Crime
Decrease = Good



One of 10 City services listed.

No neighborhood sampling in 2015.

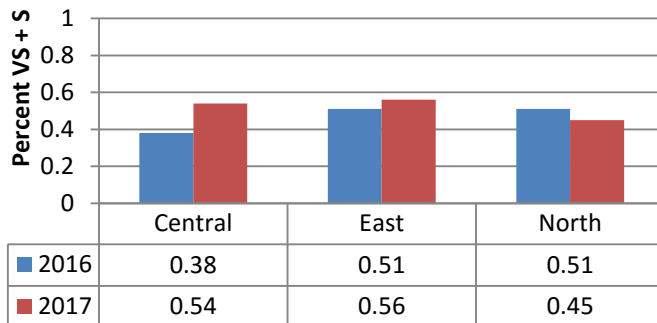
6.1 Satisfaction w/ Police Efforts to Prevent Crime
Increase = Good



One of six public safety services rated. Others relate to fire and municipal court.

No neighborhood sampling in 2015.

6.2 Satisfaction w/ How Quickly Police Respond to Emergencies Increase = Good



One of six public safety services rated. Others relate to fire and municipal court.

No neighborhood sampling in 2015.

6.3 Satisfaction w/ Overall Quality of Police Services Increase = Good



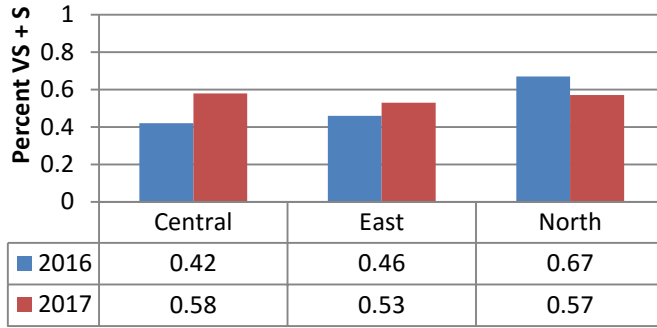
One of six public safety services rated. Others relate to fire and municipal court.

Strategic lag measure for public safety: Increase overall satisfaction with police services by 6% by 2019.

2015 neighborhood sample derived from overall responses.

Central and East exceed goal.

**12.1 Satisfaction w/
Residential Property Maintenance Increase = Good**

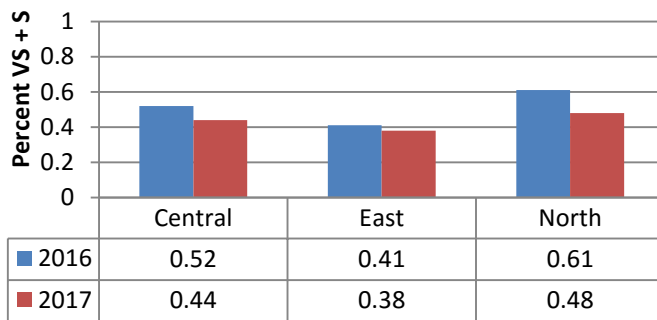


One of six code enforcement services rated. Others relate to business property and trash/litter.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**12.2 Satisfaction w/ Residential Code Enforcement
Increase = Good**

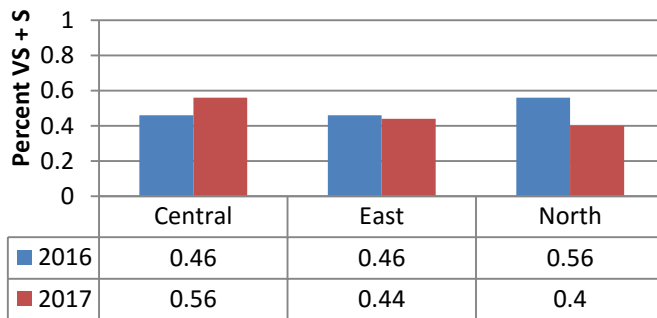


One of six code enforcement services rated. Others relate to business property and trash/litter.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**12.6 Satisfaction w/ Trash and Litter Clean-Up
Increase = Good**



One of six code enforcement services rated. Others relate to business and residential property.

Included because complaints can ultimately involve Police and create conditions friendly to crime.

No neighborhood sampling in 2015.

**15.2 Agreement that Columbia is a
Place Where I can Thrive Increase = Good**



One of nine perceptions of personal well-being rated. Others relate to quality of life and economic opportunity.

Strategic lag measure for social equity: Increase overall agreement that one can thrive from 74% to 79% by 12/31/18.

2015 neighborhood sample derived from overall responses.

Central and East exceed percentage increase goal.

Other Performance Measures

Citizen Perceptions: Benchmarks

Columbia's citizen satisfaction results are benchmarked to regional and national groups of ETC Institute's client communities. Benchmarks include, among others, satisfaction with police efforts to prevent crime, police response time and quality of police services. In this section, regional and national benchmarks are compared to results for the city as a whole and for each strategic neighborhood.

- Police efforts to prevent crime: In 2017, satisfaction in Central, East and North exceeds city. All neighborhoods meet or beat the regional average, and East and North exceed the national average.
- Police response time: In 2017, satisfaction in Central and East exceeds city, and North lags city by only 2%. City and all neighborhoods rate lower than regional and national benchmarks.
- Police service quality: In 2017, satisfaction in Central and North exceeds city, and East lags city by only 1%. City and all neighborhoods rate lower than the regional average, but Central lags by only 1%. City and all neighborhoods rate lower than the national benchmark.

Citizen Perceptions: Neighborhoods compared to Wards

In 2017, for 15 measures associated with public safety and ability to thrive:

- Central rated better than the First Ward in ten measures;
- East rated better than the Third Ward in seven measures; and
- North rated better than the Second Ward in six measures.

Between 2016 and 2017, Central improved in 13 of 15 measures; East improved in eight; and North improved in only one measure.

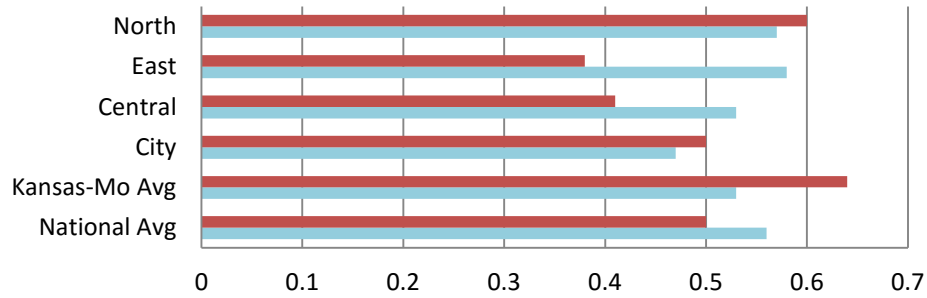
Recorded COU Officer Contacts in Strategic Neighborhoods

Since July 2016, officers have recorded 9,746 contacts with individuals in the neighborhoods. Almost half those contacts were recorded in the Central neighborhood, and 94% of all contacts were positive. Although not conclusive, improvements in citizen perceptions of safety may be associated with the frequency of officer contacts.

COU Contributions to the City's 2016 – 2019 Strategic Plan

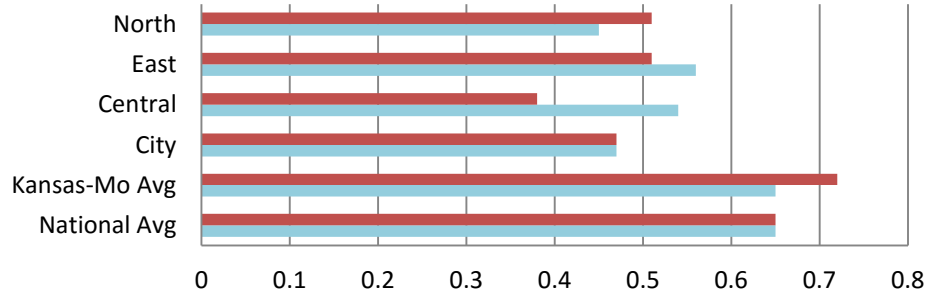
The Unit's leaders and officers have contributed to achieving all five strategic priorities including Economy, Social Equity, Public Safety, Infrastructure and Operational Excellence.

6.1 Benchmark: Satisfaction with Police Efforts to Prevent Crime



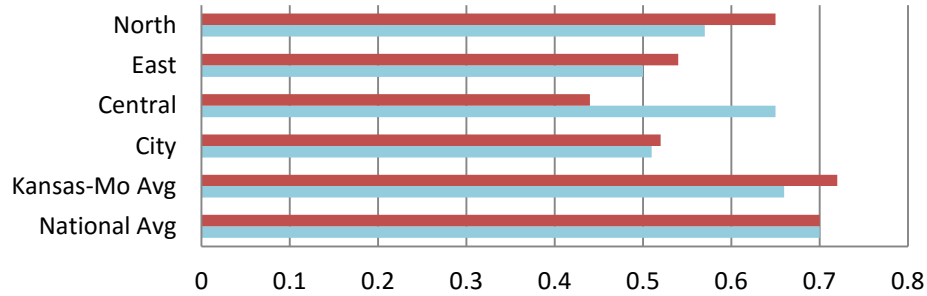
	National Avg	Kansas-Mo Avg	City	Central	East	North
■ 2016	0.5	0.64	0.5	0.41	0.38	0.6
■ 2017	0.56	0.53	0.47	0.53	0.58	0.57

6.2 Benchmark: Satisfaction with Police Response Time



	National Avg	Kansas-Mo Avg	City	Central	East	North
■ 2016	0.65	0.72	0.47	0.38	0.51	0.51
■ 2017	0.65	0.65	0.47	0.54	0.56	0.45

6.3 Benchmark: Satisfaction with Overall Police Service Quality



	National Avg	Kansas-Mo Avg	City	Central	East	North
■ 2016	0.7	0.72	0.52	0.44	0.54	0.65
■ 2017	0.7	0.66	0.51	0.65	0.5	0.57

Citizen Perceptions: Strategic Neighborhood Compared to Wards

Better	Worse	No Change
--------	-------	-----------

Survey Question		Neighborhood Better than Ward in 2017			Neighborhood Improved between 2016 and 2017		
		C	E	N	C	E	N
1.1	Satisfaction w/ City public safety services (Police and Fire)						
3.4	LAG MEASURE: Satisfaction w/ overall feeling of safety in the city						
4.1	Feeling of safety walking in neighborhood during day						
4.2	Feeling of safety walking in neighborhood at night						
5.1	Likelihood of hearing gunshots						
5.2	Likelihood of being a property crime victim						
5.3	Likelihood of being a violent crime victim						
30.2	Have been a crime victim						
6.1	Satisfaction w/ Police efforts to prevent crime						
6.2	Satisfaction w/ how quickly Police respond to emergencies						
6.3	LAG MEASURE: Satisfaction w/ overall quality of Police services						
12.1	Satisfaction w/ residential property maintenance						
12.2	Satisfaction w/ residential code enforcement						
12.6	Satisfaction w/ trash and litter clean-up						
15.2	LAG MEASURE: Agreement that Columbia is a place where I can thrive						

Left column reflects question numbering in the citizen survey. “Lag” measures are major goals set out in the Public Safety and Social Equity portions of the City’s 2016 – 2019 strategic plan.

Recorded Officer Contacts in Strategic Neighborhoods

July 2016 through May 1, 2018

Nature of Contact	Central	East	North	Combined
Positive	4,286	2,640	2,233	9,159
Neutral	275	74	122	471
Negative	71	21	24	116
Total Contacts	4,632	2,735	2,379	9,746
% Positive	93%	97%	94%	94%

COU officers began recording citizen contacts in the field in the third quarter (July – September) of 2016. Factors affecting the number and nature of contacts could include:

- Location;
- Length of contact and time of day;
- Quality of conversation;
- How the contact was initiated;
- Existing relationship with an individual;
- Whether the contact was made with the individual alone or with others; and
- An individual's experience with the Police Department.

COU Contributions to City's 2016 – 2019 Strategic Plan

Economy More Living Wage Jobs	Social Equity All Individuals Thrive	Public Safety Improve Citizen Satisfaction	Infrastructure Build the Future Today	Operational Excellence Improve Workforce Performance, Engagement, Satisfaction
<ul style="list-style-type: none"> • Central Officer pilots Job Fair in Your Pocket app to help job applicants – spreads to all patrol officers • App links people with National Career Readiness certification • Mentor students, through sports, toward better grades and behavior, CARE program and City work experience • Guide adults to business development coaching 	<ul style="list-style-type: none"> • Help finance higher education through Success Grants • Mentor youth, leading to fewer suspensions and greater achievement • Make safe neighborhoods and Police relationships key parts of social equity • Host and participate in events • Form school partnerships • Bring neighborhood leaders to internal team meetings • Participate in and facilitate neighborhood meetings • Help renters with landlord issues • Consult on affordable housing development • Consult on food access • Connect families with human services • Receive award from Columbia Dr. Martin Luther King, Jr. Memorial Association 	<ul style="list-style-type: none"> • Establish COU in three neighborhoods in 2016 • Add a neighborhood and two officers in 2017 • Community panel advises on COU officer hiring • Offer ride-alongs to citizens • Discuss data and operations with community members • Community training in Fair and Impartial Policing • Maintain active social media presence 	<ul style="list-style-type: none"> • Distribute bus passes in neighborhoods • Consult on recreation opportunities (new North basketball goal) • Consult on park and green space improvements • Consult on traffic flow • Consult on street lighting and neighborhood beautification • Consult on affordable housing development 	<ul style="list-style-type: none"> • CPD training in Fair and Impartial Policing • Participate in Building Inclusive Communities training

Information Sources

Community Policing in Columbia

Violent Crime Control and Law Enforcement Act of 1994, US Department of Justice Fact Sheet
<https://www.ncjrs.gov/txtfiles/billfs.txt>

Columbia Police Department – History of CPD
<https://www.como.gov/police/about-cpd/history-of-cpd/>

*City of Columbia adopted budgets
FY 1999 – FY 2018*
<https://www.como.gov/finance/accounting/financial-reports/>

*FY 1995 – FY 1998
City Clerk, City Hall, 701 E. Broadway, Columbia, MO*

COU Mission, Goals and Performance

Interviews with COU leaders and officers, March – May, 2018

Crime in the Strategic Neighborhoods

*Crime data
Columbia Police Department, 600 E. Walnut, Columbia, MO*

City of Columbia citizen survey results, 2015 - 2017
<https://www.como.gov/survey-results/citizen-survey-results-2017/>
<https://www.como.gov/survey-results/citizen-survey-results-2016/>
<https://www.como.gov/survey-results/2015-citizen-survey/>

Citizen Perceptions in the Strategic Neighborhoods

Columbia Police Department, 600 E. Walnut, Columbia, MO

City of Columbia Citizen Survey Results, 2015 - 2017
<https://www.como.gov/survey-results/citizen-survey-results-2017/>
<https://www.como.gov/survey-results/citizen-survey-results-2016/>
<https://www.como.gov/survey-results/2015-citizen-survey/>

Maps

City of Columbia GIS Office, City Hall, 701 E. Broadway, Columbia, MO

Other Performance Measures

City of Columbia Citizen Survey Results, 2015 - 2017
<https://www.como.gov/survey-results/citizen-survey-results-2017/>
<https://www.como.gov/survey-results/citizen-survey-results-2016/>
<https://www.como.gov/survey-results/2015-citizen-survey/>

Officer contacts

City of Columbia GIS Office, City Hall, 701 E. Broadway, Columbia, MO

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